

Report of Mariana Pexton (Chief Officer – Strategy and Improvement)

Report to Alan Gay (Deputy Chief Executive)

Date: 23 March 2015

Subject: Delegated decision to award grant funding to the Young Foundation for the ‘Socially Sustainable Leeds Programme’

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, names of Wards: Gipton and Harehills (Harehills), Kirkstall, Middleton Park (Belle-Isle South)		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. In 2014 the Young Foundation approached Leeds City Council with a proposal for a programme that aims to identify, understand and tackle inequality in the city. The council was asked to support this work and has spent time working with the Young Foundation to understand the key activities that would be undertaken and how these would benefit the city.
2. As the proposal fits with the strategic direction of the council it has agreed to provide a grant, along with assistance and in-kind support to the Young Foundation to carry out this programme of work. In return, the Council will be able to use the research, along with our partners across the city, to assist us in knowing our communities better and tackling inequality in the City.
3. By building on existing community assets, shaping a new local social contract and changing the way we talk to, work with and engage with local people the outcome should be to reduce demand on local government (and other public) services. This is articulated in the Commission on the Future of Local Government and in many of the council’s strategic documents that direct the focus and character of its work.
4. A significant driver for supporting this work, and a key part of the programme, will be to minimise the call on public spending by securing additional funding from other sources. The programme has already attracted support from the Joseph Rowntree Foundation, who have committed £250,000 to working on this programme in Leeds, money that would not otherwise have been invested here. It also presents an opportunity to bid

and compete for additional funding to support this work, which will form a key workstream in its own right.

5. This report sets out the rationale for this decision and asks for Deputy Chief Executive to take a delegated decision to approve this work and the financial contribution that is available to support it.

Recommendations

6. It is recommended that the Deputy Chief Executive takes a delegated decision to grant fund up to £240,000 over financial years 2014-16 to support the work of the Young Foundation in taking forward the 'Socially Sustainable Leeds Programme'.

1 Purpose of this report

- 1.1 This report sets out the background to this work and describes the scope, phasing and governance of this work. The indicative budget is included and the corporate considerations are discussed.

2 Background information

- 2.2 The council believes that changing the relationship between local government and our communities can help address the problem faced by the rising demand for services and diminishing resources available. By building on existing community assets, shaping a new local social contract and changing the way we talk to, work with and engage with local people the outcome should be to reduce demand on local government (and other public) services. This is articulated in the Commission on the Future of Local Government and in many of the council's strategic documents that direct the focus and character of its work.
- 2.3 The programme proposed by the Young Foundation resonated with the council because of its focus on tackling inequality, identifying and supporting civic entrepreneurs and because of the emphasis on what we would call 'good growth.'
- 2.4 In addition, a significant driver for supporting this work and a key part of the programme will be to minimise the call on public spending and securing additional funding from other sources. The Young Foundation will seek to identify opportunities to bid for funds at EU level and other sources not available to the council.

3 Main issues

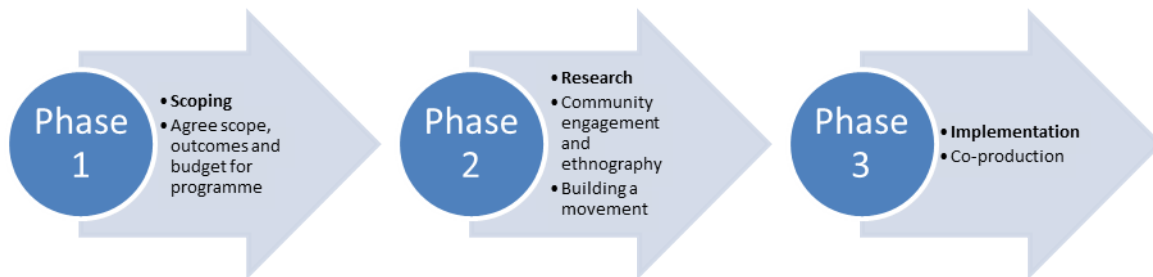
- 3.1 This project is about helping to transform the city by changing the council's relationship with its citizens and how it designs and deliver services. It aims to build on the many programmes and initiatives already running, supporting and leading, such as the Poverty Truth Commission, More Jobs Better Jobs and Design Council funded projects.
- 3.2 This work is about transforming the city by changing the council's relationship with its citizens and challenging how it designs and deliver services.

Scope and phases of work

- 3.3 In summary, it is proposed that the work includes:
- conducting 'ethnographic' research in three areas of Leeds, supplemented by a city-wide survey;
 - applying mapping techniques to interrogate existing and new data sets in order to develop our understanding of inequality in Leeds as well as where the city's assets lie, and how these might be best deployed to address structural inequalities in the city;
 - using the Young Foundation's Accelerator programme to support citizen-social entrepreneurs to develop their ideas into business plans capable of being implemented in Leeds. They will mobilise a group of up to 20 citizen-social entrepreneurs and up to 10 innovations to take forward;
 - developing a platform through which citizens in Leeds can engage with this programme; and,

- sharing learning from the programme widely and ensuring knowledge is transferred between each organisation, our communities, third sector and other city partners.

3.4 It is proposed that this work is undertaken in three distinct phases:



Phase 1:

3.5 Phase 1 is the scoping and set up phase. This involves working with the Young Foundation to support their understanding of the city and our partners, so the council has shared information, hosted visits and set out its strategic direction and framework. This has resulted in a proposal that reflects current priorities and the need to work alongside established organisations, workstreams and projects.

Phase 2:

3.6 Phase 2 is a largely research based phase, using both primary and secondary methods. Secondary research would include the Young Foundation working with the council (particularly the corporate intelligence team) and other partners (such as the universities, third sector organisations and the JRF) to get baseline information on inequality and identify any gaps in information/knowledge. Primary research methods would include traditional engagement approaches, such as focus groups, surveys and interviews and less traditional methods such as pop-up sessions in supermarket car parks or shopping centres. Ethnographic research will be undertaken in three areas of the city. These three areas have been selected, in consultation with Area Leaders (and member engagement), to enable a fairly representative sample of the types of area and communities seen in the city, which are: Harehills, Kirkstall and Belle-Isle South. This would enable a city-wide picture to be drawn that describes experiences of inequality in Leeds.

3.7 The understanding of inequality will be contextualised with a data analysis exercise which brings together 3rd sector organisations and volunteer data scientists to conduct new analysis on data sets that are unlikely to have been compared previously. In addition to providing a variety of illustrative outputs, this work will also build the capacity of 3rd sector organisations in Leeds to tap into data science expertise in the future.

3.8 The findings of this work overall will be used to define ‘themes of interest’ that resonate with communities and citizens in Leeds. These will become the basis of proposals for innovations which will receive support from the Young Foundation’s Accelerator model. These capacity building initiatives will identify and connect civic entrepreneurs and provide support (expert tutoring, business support and social investment) to develop small but successful social enterprises.

- 3.9 The initiatives will be co-ordinated via a communications strategy which will draw upon a variety of techniques to mobilise support and create momentum for efforts to address inequality in Leeds. The Young Foundation will have involved in the research, the Young Foundation will plan and run a series of events, exhibitions and meetings throughout the programme to help create a movement for change in the city.
- 3.10 The aim of this phase of work is therefore to understand communities better, to use this insight to identify new or currently unmet needs and explore ways these can be addressed. It is envisaged that this insight will be able to inform strategic needs analyses and other work undertaken by the council's intelligence function and across our partners.
- 3.11 Key to this phase is to ensure that by completion there are a number of 'ready to test' interventions for Phase 3.

Phase 3:

- 3.12 Phase 3 is about acting on this learning. From the research phase there should be as an output a number of potential interventions that could be jointly designed and delivered by citizens, the Young Foundation and other partners, such as the council or the NHS. By definition, these potential projects will need to be developed once Phase 2 has been completed, but budget has been set aside from the overall envelope to ensure that communities see action stemming from their involvement in this work.

Governance

- 3.13 The Young Foundation will lead and manage the work on the ground. Council staff (and partners from other organisations, including the JRF) will be supportive of this work and will provide information and analysis or advice as required. There may, for example, be opportunity for some staff, from a range of organisations to shadow this activity so that learning and skills are transferred.
- 3.14 To support and monitor the delivery by the Young Foundation a programme team of staff from the Young Foundation, Leeds City Council and the JRF will be established to keep track of progress, resolve issues and ensure there is join-up across the three organisations. That team will meet on a bi-weekly basis, or as required by the programme's current volume of work.
- 3.15 The programme will be overseen by a Programme Board that comprises senior people from each organisation. This will meet bi-monthly to provide steer, oversight of progress and resources and to take decisions where required.
- 3.16 Progress will be reported regularly to relevant council and partner meetings as required to ensure sufficient awareness and oversight of this work.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.2 Internally, in developing the initial work programme the team have engaged with a range of Councillors to ensure that the Leader, Area Committee Chairs, ward Councillors from the three proposed areas and Executive Members are aware of this work. The team have worked with a range of council teams that are critical to this work (such as the Area Teams) and have started engaging with a range of Third Sector organisations as well, to ensure this work is well aligned with other projects and does not work in a silo.

4.1.3 As described above, a core part of this work will be to engage with and consult residents through a range of traditional and innovative methods. The Young Foundation will use ethnographic research, particularly to engage “harder to reach” groups, but will also hold focus group, pop-up drop-in sessions to ‘have your say’ and using ‘words and pictures’ to express how people feel about Leeds.

4.1.4 There will be three focus areas for the ethnographic research: Harehills, Kirkstall and Belle-Isle South. These areas were selected by the Young Foundation (using Neighbourhood Index Data), in consultation with the council to ensure local knowledge was utilised, in order to obtain a sample of the communities we have in Leeds. This cannot claim to be completely representative, that is not its purpose. It aims instead to give an in-depth and rich insight into the experience of people living in these three places that can help tell a city-wide story.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 As noted above, the purpose of this work is to understand and reduce inequality that exists in the city. The Young Foundation aims to do this by talking directly to communities that include a range of people from all walks of life. An underlying aim for this programme is to create a momentum in the city that builds on existing work, brings people together, supporting the council’s aim to have harmonious and cohesive communities.

4.3 Council policies and City Priorities

4.3.1 This work is cross-cutting in nature and suggested that it will indirectly support a range of city priorities, such as:

- Giving people choice and control over their health and social care services
- Making sure that people who are the poorest improve their health the fastest
- Creating more jobs
- Improving skills
- Supporting the sustainable growth of the Leeds’ economy
- Raising the profile of Leeds nationally and internationally
- Increasing a sense of belonging that builds cohesive and harmonious communities

4.4 Resources and value for money

4.4.1 This work has already attracted external funding, as the Joseph Rowntree Foundation has set aside £250,000 to match investment made by the council. This is aimed at ensuring the social research element (particularly the ethnography) is taken forward.

4.4.2 The council has agreed to make available up to £240k to support this work over financial years 2014-16. This resource is made up existing budgets from the following areas:

Area	Amount (£'000)
Children’s Services (Child Sexual Exploitation budget)	50
Citizens and Communities (savings from financial year 2014-5)	50
Public Health	140
Total	240

4.4.3 Value for money will be achieved through having a more detailed grant agreement that sets out how and under what circumstances the Young Foundation can access and use council funds and by having strong governance of the programme that requires regular budget and activity monitoring.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This is a significant operational decision and is not subject to call in.

4.5.2 There are no legal implications to this decision. If approved, a grant agreement will be completed that sets out the activities that need to be delivered in return for the investment being made.

4.6 Risk Management

4.6.1 This is an ambitious programme that entails some risk given its open and experimental nature. However, previous work undertaken by the Young Foundation suggests that working differently can lead to better outcomes. Similar interventions have already been conducted, such as “Finding an alternative to payday loans” in Wales and “Feeling the Squeeze, an impact into the impact of the cuts on some of the most vulnerable” in Camden. Learning will also be taken from concurrent work being undertaken by the Young Foundation in Northern Ireland and Barcelona.

4.6.2 To help manage this work, in line with good practices a risk register has been developed that will be owned by a Programme Board comprised of senior staff from each organisation.

Ref	Risk	Owner	Existing controls	Date for review
PCC1	Failure to agree on and sign grant agreement	Alan Gay	Draft agreement to be presented to the Programme Board. Discussions with legal officers to take place in time for contract to be signed by 31 March 15.	13/03/15
P1	Lack of buy-in or support from key stakeholders	Alan Gay	Cabinet have approved this work via LMT. Leader and CEO engaged. Range of council staff engages via meetings. Some engagement has been undertaken with ward Members – to be done formally via Area Committees. Engagement started to take place with key stakeholders (such as third sector partners).	13/03/15

5 Conclusions

5.1 The council is clear in its intention to reduce inequality in the city and wishes to support the Young Foundation in undertaking this programme, which is closely aligned to the city’s overall priorities. From working with the Young Foundation over a number of months on the scope and type of activities to be undertaken, the council believes that this work will make a unique contribution to help deliver the city’s ambitions.

5.2 This work will be effectively managed via a Programme Board and progress will be reported to relevant meetings of the council and its partners (to ensure it is sufficiently joined-up to existing work) and so that value for money is achieved.

5.3 This programme offers an opportunity to have a different type of conversation across the city, to secure additional funding to be invested in the city, to examine how new approaches can change the social contract and to raise the profile of the city in Europe and beyond.

6 Recommendations

6.4 It is recommended that the Deputy Chief Executive takes a delegated decision to grant fund up to £240,000 over financial years 2014-16 to support the work of the Young Foundation in taking forward the 'Socially Sustainable Leeds Programme'.

7 Background documents¹

7.1 None.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.