



Report of the Director of Environment and Neighbourhoods

South (Inner) Area Committee

Date: 25th March 2010

Subject: Future Management of Priority Neighbourhoods

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 follows a report to the area committee in February 2010 which outlined proposals for driving improvements in priority neighbourhoods.

It sets out the benefits of a neighbourhood management approach that supports local communities and service providers to work together in partnership to improve local outcomes, by improving and joining up local services and making them more responsive to local needs within a targeted area.

In addition, the report makes proposals for two packages for neighbourhood management support to focus on specific priority neighbourhoods and updates the proposals for the future management of the "team neighbourhood" approach to be piloted in Belle Isle.

Purpose of Report

1. This report follows previous update papers to the Area Committee on progress relating to the future management of priority neighbourhoods. It includes details on packages of neighbourhood management support to be part funded by the Area Committee.
2. The report also updates the Area Committee on progress to pilot a “team neighbourhood” approach in Belle Isle as agreed by the Area Committee in November 2009.

Background Information

3. As the city (including Inner South) loses the benefit of Neighbourhood Renewal Funding (NRF) and Safer Stronger Communities Funding (SSCF), future neighbourhood management must increasingly rely on mainstream resources. This report builds on discussions that have taken place on the future management of priority neighbourhoods given the loss of this funding in April 2010. It proposes a way that, by improving the way we work together within neighbourhoods, we can still drive improvement and ‘get things done’ that lift the fortunes of our most deprived communities and their super output area rankings.
4. Within Inner South’s Area Delivery Plan (ADP) there is a commitment to engage with the community and assist with the delivery of activities to meet community needs in targeted neighbourhoods through the roll out of a programme of Neighbourhood Improvement Plans (NIPs). To date this work has been undertaken by Area Management officers covering Inner South and supported by a Priority Neighbourhood Development Worker funded by the Area Committee.
5. Many of the neighbourhoods in the Inner South have benefited from additional input from Neighbourhood Renewal Funding (NRF) and Safer Stronger Communities Funding (SSCF) and have witnessed improvements across a range of indicators. Services have changed in recent years and most now recognise, and contribute to, the local priority neighbourhoods. Neighbourhood policing has been successfully introduced, joint tasking on crime and grime has proven to be of real value and the new NHS Leeds has a declared focus on the worst 10% of neighbourhoods. It is in this context, and in light of the end of the NRF programme, that we propose to build on these initiatives and successes to sustain the improvement agenda through a neighbourhood management model.

What is Neighbourhood Management?

6. Neighbourhood Management is an approach that supports local communities and service providers to work together in partnership to improve local outcomes by improving and joining up local services and making them more responsive to local needs. Essentially it is;
 - Local people deciding what they want and influencing service delivery
 - Taking a local area focus to be able to improve the quality of life
 - Joined up services that are responsive to the needs of local people

- “Top down meets bottom up” – engaging service providers with local communities
7. The proposed benefits of a neighbourhood management approach in priority neighbourhoods in the Inner South are to enable a local area focus to ensure that services reflect and meet local needs to improve service delivery standards. It is a tool for tackling deprivation and in doing so, empowers local communities.
 8. There have been a number of successful neighbourhood management schemes in the city, generally targeted at the most deprived neighbourhoods and tackling issues such as litter, graffiti and anti-social behaviour. A key feature of neighbourhood management is that it focuses on changing relationships between organisations and the communities they serve. It aims to provide a sustainable solution to the long-term problems in neighbourhoods.
 9. The following key advantages from taking a neighbourhood management approach have been identified through the evaluation of the Neighbourhood Management Pathfinder:
 - Work with partners to address similar priorities
 - Develop solutions together to tackle issues
 - Identify issues that fall between services and coordinating service delivery
 - Local people supported and empowered to influence service delivery
 - Work with the community and elected members to look at how services can be tailored to different local circumstances and priorities

Proposals for Inner South Leeds

10. Thanks to the progress already made by the Area Committee and the work of its Neighbourhood Improvement Plans (NIPs), foundations are already in place to build on much of what has been set out in this report. Based on experiences in other areas of the city and the Neighbourhood Management Pathfinder evaluation, it is proposed that a package of neighbourhood management support is developed, including the recruitment of a Neighbourhood Manager, for the Inner South.
11. It is proposed that the Neighbourhood Manager post would require a strong and inspirational leader at neighbourhood level who can demonstrate success in delivering outcomes to improve the quality of life for people in priority neighbourhoods and ensure service providers are responsive to local needs. This requires effective leadership, communication and problem-solving skills and an ability to work both at grass roots level and across a wide range of agencies.
12. It is proposed that the grade of this post reflects the essential role and necessary skills as outlined above and in addition, is based on similar posts in other areas of Leeds. A full time PO4 post would cost a maximum of £45,000 per year. For Member’s information, a job description is attached at Appendix 1.
13. The role of the Neighbourhood Manager would be to drive forward regeneration activities and partnership covering one or more specific geographical locations. The manager would have a co-ordination focused role at a neighbourhood level in respect of negotiating with partners ways forward to address priorities in the area(s) they were charged with overseeing. The role of the Neighbourhood Manager is very different to that of the current PNDW. The PNDW is very grass roots focussed in terms of

developing and supporting community and residents groups, as well as undertaking some community engagement exercises. The Neighbourhood Manager will have the responsibility of driving forward and developing priority neighbourhood action plans, ensuring that services are working together better and linking up thematic partnerships and a wide range of delivery organisations to do this. The Neighbourhood Manager would also draw from but also connect better existing structures and activity going on in children's clusters, community safety tasking, health and worklessness work. Whilst the Area Management team do currently carry out this activity but with the number and extent of deprived priority neighbourhoods identified in Inner South, then it's felt that an extra resource would be needed to take forward this work to allow for greater attention and for a longer term sustainable impact.

14. With external funding resources ending, such as SSCF and parts of NRF, it is recognised that partners are not in a position to instantly embed all the work undertaken in the Intensive Neighbourhood Management area. It is felt that if a Neighbourhood Manager was employed to cover this transitional period, this would allow partners time to embed such actions and initiatives into their mainstream work programmes and thereby support neighbourhood management in priority neighbourhoods.
15. If Area Committee decided not to fund a Neighbourhood Manager, then the priority neighbourhood work would still continue through existing resources but to a lesser extent. For example, the work in priority neighbourhoods will cover a wider range of issues than previously, i.e. health and worklessness, so potentially, some of the work may not be done in as much detail as to get to the root cause of the problems, as there wouldn't be sufficient capacity to do this due to wide range of other projects which the Area Management Team are overseeing on behalf of the Area Committee. In light of this, the amount of priority neighbourhoods which the Area Management Team would be able to work on would need to become focused in order to make the greatest impact. For example, rather than attempting to work across all six neighbourhoods, work would be just undertaken within one of the most deprived priority neighbourhoods in each ward. This could effect changing the area in which the Team Neighbourhood is being piloted in. The Area Committee may also need to decide which projects and / or pieces of work would need to stop.
16. The brief synopsis of the current roles and responsibilities of officers in the Area Management Team are outlined below. This has been provided in order to help compare to the role of a Neighbourhood Manager. Full job descriptions can be circulated to members outside the Area Committee meeting.
17. Each of the roles of the Area Management Team have varying levels of responsibilities i.e. broadly speaking the Area Management officer is in a lead role in co-ordinating area based activities whilst the Project Officer and Area Assistant are in supporting and assisting roles. The job descriptions of the Area Management Team focuses particularly on the activities and delegated functions of the Area Committee on an area wide basis primarily with some support to regeneration initiatives and Area Committee community engagement. The functions broadly fall within the following areas: service co-ordination, service reviews, business (ADP) planning, area based partnership working and task groups, projects, community engagement.
18. The day to day work of the team includes for example working with strategic regeneration boards, such as Beeston Hill & Holbeck Regeneration Partnership, to

date developing Neighbourhood Improvement Plans, managing a wide range of Area Committee funded projects such as I Love South Leeds Festival and environmental schemes, managing Area Committees portfolio of community centres and the Area Well Being Budget.

19. Whilst there may be a little flexibility within the wider Area Management Team, associated with the work programmes of other area committees, this cannot be guaranteed at this stage and if released may not be sufficient to fulfil the extent of work required in Inner South's priority neighbourhoods. There are also some vacancies within the wider team serving other areas which cannot be recruited to given the current financial climate.

Priority Neighbourhoods in Inner South Leeds

20. Members will recall that the agreed priority neighbourhoods in Inner South are:
- Middleton
 - Belle Isle
 - Beeston Hill, West Hunslet & Hunslet Hall
 - Holbeck
 - Beeston – Cottingley and Cardinals
 - Hunslet
21. The Area Management team have been working with individual ward members and informal discussions with some partner organisations. The below is indicative of some of the discussions:

Middleton and Belle Isle Priority Neighbourhoods

22. In an ideal world it makes sense to have one Neighbourhood Manager to cover both Middleton and Belle Isle estates. At the time of writing it seems that there are no partner organisations willing to support or in a position to contribute funding towards this.

Middleton Regeneration Strategy

23. There is an option for the Area Committee to support a grant application received from Re'new. This is largely a continuation of what Re'new has been doing/been proposing to do in Middleton in the previous years with SSCF funding which ceases end of March 2010. The proposal mainly supports the Middleton Regeneration Partnership Board and carries out community engagement and capacity building work with some funding requested towards wider linkages outside of Middleton. Re'new is citing that the value of the package would with an LCC discount, would cost approx £55,000 for 120 days of work over 12 months and some costs for community engagement. Re'new has worked this package on the basis of a daily rate of £375. Although the work is likely to be covered by various staff, the 120 days is approximately equivalent to a part time worker at 3 days a week. Re'new state that they will contribute staff time worth £23,750 along with other sources (such as from Asda) to carry out promotional and engagement activity. They request £22,500 from the Area Committees' well-being funds as a sole main other funding source. Middleton is predominantly an Aire Valley Homes estate and is a key partner however they are not offering any financial support. Health For All is the Development Trust for Middleton. As with all other partners, they would continue to be involved through staff resources in delivering the work of the Middleton Regeneration Strategy. Re'new's

application does not identify any other sources of funding from any other partners involved on the partnership board.

24. Area Management officers have had several discussions with Re'new and have questioned, amongst various issues, value for money and previous year's performance against use of SSCF funding. At the time of writing officers are awaiting a further response from Re'new on various queries and clarifications on their application in order that officers can finalise a full assessment of their application.
25. In the light of the above the Area Committee may wish to consider the following options:
 - a) Put out to tender or commission (i.e. in a competitive environment) services for neighbourhood management work in Middleton.
 - b) Defer a decision to fully commit to the whole of Re'new's application until the next Area Committee meeting in June 2010 when a full assessment of the application and all queries/issues have been addressed
 - c) Other option(s) the Area Committee may wish to consider
26. Should the Area Committee wish to pursue either option a) or b) they may want to be mindful of a keenness from Ward Members to maintain continuity of the work of the Regeneration Partnership. In which case the Area Committee might wish to consider
 - a) either the Area Management Team with other partners continuing the work in the interim
 - b) or fund, at risk, Re'new for a 3 month proportion of their application request i.e. up to £5,625.

Team Belle Isle

27. At the November 2009 meeting of the Inner South Area Committee, it was agreed that the Team Neighbourhood approach would be piloted in Belle Isle. The work of developing this has begun and is being undertaken by existing staff resources in the Area Management Team. Negotiations are ongoing with BITMO to identify if there will be any in kind contribution from their staff towards this project. There are also discussions on the structure of how 'Team Belle Isle' could work as well as clarifying boundaries, organisations involved and the level of resident engagement.

Priority Neighbourhoods in Beeston & Holbeck and City & Hunslet Wards

28. It is proposed that one full time Neighbourhood Manager is appointed to oversee the priority neighbourhood work across the two wards. This would cost approximately £45,000 and work to the job description as attached at Appendix 1. Each ward would be requested to contribute £11,500 each and this would be match funded through some remaining SRB funding totaling £22,000. The appointment would be made initially for a period of one year.
29. As with the PNDW, the Neighbourhood Manager could be employed through Health for All with day to day management by the Area Management team on behalf of the Area Committee. The Manager would be appointed to cover the priority neighbourhoods of Beeston Hill, Holbeck, West Hunslet primarily with some support to Cottingley, Cardinals and Hunslet. As mentioned above, the Neighbourhood Manager would take on specific responsibility for the implementation and co-ordination of delivery of actions as part of the neighbourhood improvement plans for

these localities. The Area Management Officer will support the manager by working on joint projects and unblocking any barriers with resistant partners. In terms of community engagement, this will be overseen by Area Management to ensure this links in with the Area Committees current community engagement framework. As the majority of the existing community and resident groups in these areas have been worked with to ensure that they are community led and sustainable, packages of support could continue to be funded through well being monies, for example, Leeds Ahead could be commissioned to support more community and residents groups, as this only costs £500 per group rather than employing the PNDW on a full time basis to do this. Work will also be carried out with partners to encourage greater involvement in community support.

30. It is requested that Area Committee agrees to commissioning a Neighbourhood Manager's post for Beeston & Holbeck and City & Hunslet. It is anticipated if Members are agreeable to this way forward, a Neighbourhood Manager would be in post as soon as possible. In the interim, Area Management will continue to pick up and support work with partners in the most deprived of the priority neighbourhoods.
31. It is important to note that if Area Committee opt to fund neighbourhood management support proposal, then not all current commitments can be continued and would particularly effect the role of the Priority Neighbourhood Development Worker (PNDW) and the Mobile Youth Provision. If Area Committee decide not to continue funding the PNDW and / or Mobile Youth Provision, then these projects would cease operation from 1st July 2010. The implications of these decisions are outlined in more detail within the Area Well Being Report.
32. It is also important to note that which ever option the Area Committee decides to proceed with, the Area Committee, supported by the Area Management Team, will retain the strategic lead and provide strategic direction for neighbourhood management as per the delegated function to the Area Committee. This will ensure a consistent and coherent approach toward priority neighbourhood work across Inner South.

Narrowing the Gap

33. The proposals contained in this report go directly towards improving the quality of life people in some of the most deprived communities in Leeds. Overtime the work within the priority neighbourhoods of Inner South Leeds will be monitored against the neighbourhood index statistics.

Community Cohesion

34. Neighbourhood Management proposal will support Community Cohesion in the identified priority neighbourhoods particularly through community engagement work undertaken in the priority neighbourhoods.

Implications for Council Policy and Governance

35. There are no direct implications for Council Policy and Governance associated with this report.

Legal and Resource Implications

36. There are no legal implications associated with this report.

37. Dependant upon which option the Area Committee decide on with regards to neighbourhood management, there could be various resource implications. If Area Committee decide to employ a Neighbourhood Manager, then there would be an additional resource given to the Area Committee to drive forward this work. However, if the Area Committee opts for the Area Management team to absorb this work, then the current priorities which the Area Management Team are working to will need to be reviewed. Alongside this, Area Committee are being requested to make a decision whether they wish to continue to fund the Priority Neighbourhood Development Worker. If the Committee wish to cease funding this post, then the current PNDW will be given a period of three months notice to work up to the 1st July 2010.

Recommendations

38. The Area Committee is requested to:
- Note the content of this report
 - Agree which option (in 25 and 26) the Area Committee wishes to progress with regards to neighbourhood management in Middleton
 - Agree whether the Area Committee wishes to fund a Neighbourhood Manager post for Beeston & Holbeck and City & Hunslet priority neighbourhoods
 - Decide upon the future of the Priority Neighbourhood Development Worker post currently funded by Area Committee

Background Papers

- Inner South Priority Neighbourhoods – South (Inner) Area Committee, 10th February 2010
- Inner South Neighbourhood Improvement Plans – Sustainability and future plans for managing priority neighbourhoods – South (Inner) Area Committee, 11th November 2009