



Report of the South East Area Manager

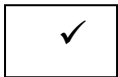
Inner South Area Committee

Date: 22nd June 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 sets out the primary focus of the Inner South Area Management Team over the coming months to accelerate and sustain developments already begun through the Neighbourhood Improvement Plans (NIPs) and Intensive Neighbourhood Management (INM) programme. In the context of a changing environment, this report suggests a flexible approach to the future management of work in priority neighbourhoods to respond and adapt to new initiatives and outcomes of the Locality Working Pathfinder (The Pathfinder) as they emerge.

Members of the area committee are asked to note this and ongoing work to develop a Team Neighbourhood approach in Belle Isle.

This report also seeks area committee approval to extend the contract to re'new using well-being funds from July 2010 – 31st March 2011, for the support and further development of the Middleton Regeneration Partnership.

Purpose of Report

1. This report follows previous papers to the area committee in November 2009 and February 2010 on progress relating to the future management of priority neighbourhoods. The purpose of the report is to;
 - outline the primary focus of the inner south area management team around the coordination of universal mainstream services and identified priorities;
 - highlight opportunities through The Pathfinder to promote and deliver continuous and sustainable improvements in priority neighbourhoods;
 - set out proposals for the support and further development of the Middleton Regeneration Partnership;
 - update 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

2. 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. To date this work has been undertaken through the roll out of a programme of Neighbourhood Improvement Plans (NIPs) delivered by the area management team covering inner south and supported by a Priority Neighbourhood Development Worker funded by the area committee. This post ends on 30th June 2010.
3. Previous reports to area committee have looked at options for a dedicated Neighbourhood Manager Post. We live in a changing environment however and in the context of developing a neighbourhood management approach in priority neighbourhoods across inner south Leeds, this report suggests that the recently introduced Locality Working Pathfinder Programme (The Pathfinder) creates opportunities to promote and deliver continuous and sustainable improvements.

Locality Working Pathfinder Programme

4. The Pathfinder aims to ensure a more focused approach within neighbourhoods which will enable services to be more responsive, efficient and effective, particularly with regard to the use of resources.
5. The vision for locality working focuses on the development, with partners, of integrated services that will be more efficient, effective and responsive to local needs. We are not talking about additional or new capacity, but a realignment of existing resource to lead to integration. The promotion of cultural change and “One Council” working presents a valuable opportunity therefore, in the absence of dedicated resources, for improved service delivery in priority neighbourhood in inner south Leeds.
6. The Pathfinder however is very much in its infancy and this report outlines an approach to focused work in priority neighbourhoods in the context of a changing environment which adapts to the outcomes of The Pathfinder as they emerge.

Proposals for Inner South Leeds

7. It is proposed that the primary focus of the area management team covering the inner south will be the coordination of universal mainstream services and additional priorities identified by the area committee in the Area Delivery Plan. High quality public services are central to reducing deprivation and the emphasis is on the issues that most affect residents' quality of life and the areas where change is most urgently required.
8. Local residents surveyed as part of the evaluation of the Intensive Neighbourhood Management Programme (INM) said that some environmental problems, such as fly tipping and bin yards have not improved. It is proposed to accelerate the work undertaken through the INM programme to tackle the underlying causes of persistent, repetitive and stubborn social and environmental problems that cause neighbourhood blight. This will be achieved by creating conditions for effective service delivery, including;
 - environmental audits to identify grot spots;
 - working with the community and elected members to look at how services can be tailored to different local circumstances and priorities;
 - facilitating the network of area based partnerships and Tasking and ensuring that these links are strengthened and avoid duplication;
 - holding council departments and other agencies to account for meeting the objectives set out in the Area Delivery Plan;
 - the monitoring of performance against local targets for service delivery;
 - regular reports on delegated functions both to the area committee and at individual ward member briefings.

In addition, this work will include targeted preventative and enforcement activities.

9. Fundamental to this work is the involvement of local residents and the Third Sector to ensure they have genuine opportunities to influence the way their neighbourhood develops. The inner south has a range of resident led groups, including 'In Bloom' and 'Friends Of' groups and it is proposed that they be encouraged to take part in walkabouts of "grot-spot" areas with council services. The aim is not only to report and monitor environmental conditions in neighbourhoods but also to create opportunities for volunteers, already committed to clean up and green up their neighbourhood, to inspire others to get more involved in renewing their neighbourhood through participation. This in turn will encourage a sense of ownership, building pride in sustaining places where people want to live.
10. In addition to the above, the following paragraphs, detail on a ward basis, proposals for interventions in regeneration areas and specific neighbourhoods.

Beeston & Holbeck and City & Hunslet Ward

11. Discussions at individual ward member meetings have determined some areas for targeted intervention and these have been discussed with council colleagues in streetscene who have indicated their support for this approach. As some of these neighbourhoods are undergoing physical regeneration it has been proposed that the Beeston Hill & Holbeck Regeneration Partnership is an appropriate forum for addressing and tackling these issues. Given the broad membership of this partnership, this will ensure that public service agencies and partnerships take responsibility for the part they play in creating successful neighbourhoods and that public service improvements are integrated in area regeneration programmes.

Middleton Park Ward - Belle Isle

12. 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. Team Neighbourhood is a process which aims to improve the way in which services are delivered at a neighbourhood level. Its anticipated outcomes
 - To promote better collaboration between professionals and agencies at a neighbourhood level
 - To improve the way that people in local neighbourhoods receive services
 - To achieve efficiencies through the better use of staff and resources
13. Team Belle Isle includes operational staff and their managers from a range of public and Third Sector services. It will provide a range of opportunities for staff and residents to participate as appropriate, and to meet and collaborate with their peers to address specific problems and issues. It is anticipated that in many cases, operational staff would “pick and mix” their participation in local tasking groups as suits their professional circumstances and the issues of concern at specific times. The intention is to draw together the most appropriate professional group to address and resolve real issues in specific circumstances, so attendance at tasking groups may fluctuate as needs arise and change. In this way the process will add value to the work of services and individual staff, and will promote a more holistic view of work in neighbourhoods, enabling staff to appropriately signpost and refer on issues which may have come to their attention, but which are not specifically within their own remit.
14. It is proposed that a small steering or executive group will provide leadership for the “team”. This group will have responsibility for overseeing local community engagement and the development of the neighbourhood improvement plan. Work is in progress with key partners to develop this further and establish governance arrangements for Team Belle Isle.
15. An introduction event for Team Belle Isle, to include all frontline staff from across council services, partner agencies, the Voluntary, Community and Faith Sector (VCFS), local councillors and resident activists, is planned for 7th July. It is proposed that there will be an audit of existing relationships between staff to help identify weaknesses, training and team building needs. Funding has been received from Connecting Communities to facilitate this. A programme for this event is currently being developed by the area management team and BITMO, liaising with the Middleton Park ward councillors. A full report on progress will be presented to the area committee in September.

Middleton Park Ward - Support and further development of Middleton Regeneration Partnership

16. Members will recall that it was agreed at the area committee meeting on 25th March 2010 to defer the decision on an application from re’new to continue its support to the Middleton Regeneration Partnership and the delivery of the Middleton Regeneration Strategy and Action Plan. It was agreed then to allocate Well-Being funds to extend their contract for an interim period of 3 months from April to June to undertake a full assessment of re’new’s application and consider other options. Discussions have now taken place with Middleton Park ward members and the area management team to consider the options available to take forward this work in Middleton. The Middleton

Park Ward Members are unanimous in their view to extend the contract to re'new up to 31st March 2011.

17. re'new has played an active role in Middleton since 2006 when they, along with Aire Valley Homes and the area committee, jointly commissioned an external consultant to advise on a way forward for regeneration in Middleton. The consultant's report produced in October 2006 proposed a key role for the newly established Middleton Regeneration Board to develop and drive forward a strategy for Middleton. Partners agreed that re'new would support the development and delivery of the strategy by employing a Neighbourhood Manager to lead the work. The first Neighbourhood Manager came into post in February 2007, jointly funded by re'new and Safer Stronger Communities Funding (SSCF). Re'new's application to continue this work is within the context of maintaining momentum and ensuring the continued strategic prominence and positioning of regeneration in Middleton. Their role will include responsibilities around;
 - support to the Middleton Regeneration Partnership;
 - consultation and engagement activity;
 - communications and marketing;
 - linking future physical regeneration to the work of the Middleton Regeneration Partnership;
 - fund raising;
 - developing operational, local practices that better connect professionals working in the area around common issues such as safeguarding of children and vulnerable adults and worklessness;
 - accountability to the area committee, via the area management team – providing regular performance reports and updates on local actions
18. In terms of community consultation and engagement activity, it is recognised that this requires an integrated approach with other local stakeholders such as Health for All and Aire Valley Homes. It is suggested that this will serve to strengthen relationships and enhance collaboration between these organisations that have a responsibility for similar issues/themes in the area. In addition this will ensure access to a wide range of community networks, helping to bring the wider community together around shared interests and concerns. Discussions are ongoing with Asda to secure funding for community engagement and involvement as part of their corporate social responsibility. It is proposed that key members of the regeneration partnership, with ward councillors, look at breaking down some of the components of community engagement activity for individuals organisations to develop specific projects and activities supported by this funding should it be secured.
19. The request to the Inner South Area Committee is for 50% of the total staff costs of £43,600. re'new will contribute the other 50% in line with their previous practice. The well-being allocation requested for the period June – 31st March 2011 is £16,350 from the Middleton Park Ward revenue allocation.
20. The area committee are asked to note that while re'new may support the partnership, the area management has retains overall strategic direction and management on

behalf of the council and area committee who have delegated responsibility for regeneration and neighbourhood management. Officers from the area management team and re'new will meet regularly to ensure that opportunities for creative synergies are found and to maintain an agreed monitoring, performance evaluation and reporting system. Should Members agree these proposals it is suggested that a six month evaluation report is brought to the January 2011 meeting of the Inner South Area Committee.

Implications for Council Policy and Governance

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

Legal and Resource Implications

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

Recommendations

23. The Area Committee is requested to:
 - Note the content of this report
 - Approve well-being funds of £16,350 from the Middleton Park revenue allocation to re'new to continue the further development and support of the Middleton Regeneration Partnership and a six month evaluation report submitted to the January 2011 area committee meeting.

Background Papers

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