

# **Outer West Area Committee Business Plan 2011/15**

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## **1.Executive Summary About the Business Plan**

In 2008, the Leeds Strategic Plan brought together the themes in the existing Vision for Leeds and Local Area Agreement to provide an integrated framework for partners to tackle city wide priorities. In order to translate city wide priorities and outcomes to local improvement priorities, the Area Committee approved a three year Area Delivery Plan in June 2008 which was refreshed in June 2009 and rolled forward to June 2011.

This Business Plan replaces the ADP, reflects changes to the City and council planning and partnership framework and incorporates local community engagement planning and actions. The Business Plan will continue to outline local priorities and actions and reflect the themes and aims of Leeds Initiative, in addition to providing a framework for the spend of the well being budget.

An action plan accompanies the Business Plan, in which it sets out the priorities, actions and outcomes to be achieved. At the heart of the action plan is the Outer West Area Committee's ambition to improve the quality of life to residents to see that:

- Farsley and Pudsey town centres are thriving and vibrant.
- All local people are engaged in sport and cultural activities.
- All local people are able to access as many opportunities as possible to get jobs or learn new skills.
- Crime and antisocial behaviour are reduced, with a particular focus on reducing burglary rates.
- Improvements are made to priority environmental sites to enhance cleanliness and attractiveness.
- The Service Level Agreement for Environmental Services is delivered.
- Local people are consulted on changes that may affect their lives and support them to get involved in local decision making.
- All children and young people attend school and have access to services that will enhance their well-being.
- All local people are active and healthy.
- Improvements are made to our most deprived neighbourhoods through integrated partnership working.
- There are increased numbers of volunteers working within our local communities.
- Local communities are cohesive and engender a sense of pride in their neighbourhoods.
- Better use is made of community buildings.

The Business Plan will enable the Area Committee to fulfil the principles of integrated locality working and improving local services. The priorities in the Business Plan Action Plan have been selected after a thorough study of the prospects, opportunities and challenges facing the local residents and agreed with Members.

### **How we will deliver this plan**

The Area Management Team will play a key role in engaging the public and other stakeholders to shape the content of the Business Plan Action Plan going forward, manage performance and report progress.

## 2. Foreword by Outer West Area Committee Chair

Welcome to our Outer West Area Committee Business Plan which covers the period 2011/15. Decisions on this plan are made by the Ward Councillors of the Outer West Area Committee:

- Calverley & Farsley (Cllr A Carter, Cllr Marjoram, Cllr Wood)
- Farnley & Wortley (Cllr D Blackburn, Cllr A Blackburn, Cllr Hardy)
- Pudsey (Cllr Coulson, Cllr Jarosz, Cllr Lewis)

Ward Councillors are local representatives and have a key role as community champions. The Area Committee has 3 co-opted members, they do not have voting rights as legally only Elected Members or council officers (with delegated powers) can make decisions about how the Council's budget is spent. However, they are representative of the communities that they serve.

Area Committee meetings are held at least six times a year and the public are encouraged to attend and participate through the 'Open Forum' section at the beginning of the meeting. 2012/13 Outer West Area Committee Dates are:

Friday 6 <sup>th</sup> July 2012
Friday 7 <sup>th</sup> September 2012
Friday 12 <sup>th</sup> October 2012
Friday 14 <sup>th</sup> December 2012
Friday 18 <sup>th</sup> January 2013
Friday 22 <sup>nd</sup> March 2013
Friday 10 <sup>th</sup> May 2013

In July 2011, your Area Committee agreed to develop a Business Plan as a means to set out our priorities and outcomes for improving the Outer West area. The plan will be revised and refreshed every year to ensure the priorities and outcomes are still relevant.

The primary focus of the Area Committee continues to be improving local services in Outer West Leeds and works in partnerships with Council services and key agencies, including the Police, Health Services, West North West Homes, Parish and Town Councils and the Voluntary and Community sector to achieve local aspirations. The Area Committee must also demonstrate our contribution to the success of Leeds and the plan reflects the themes and aims of Leeds Initiative and links local and city wide outcomes.

Cllr David Blackburn  
Outer West Area Committee Chair

### 3. Functions of the Area Committee

The 2011/12 Function Schedule, included in the Council's Constitution (Part 3, section 3c), outline both Delegated Functions and Priority Advisory Roles of the Area Committee and was presented and agreed at the 8<sup>th</sup> July 2011 Area Committee. A copy is available on request.

#### Delegated Functions:

- Area Well Being Budgets
- Community Centres
- Neighbourhood Management Co-ordination
- CCTV
- Street Cleansing & Environmental Enforcement Services

#### Priority Advisory Functions: (influencing, developmental/consultative responsibilities)

- Community Engagement
- Community Greenspace
- PCSOs, Neighbourhood Policing Teams, Multi agency crime and grime operations
- Highways Maintenance (continuation of ward member responsibility)
- Local Children and Young People Plans
- Health and Wellbeing (Including Adult Social Care)
- Area Based Regeneration Schemes and Town and District Centre Projects
- Conservation Area Reviews

#### Well being Budget:

*To take decisions about, and monitor activity relating to the use of the annual capital and revenue allocation to each Committee.*

- a) The Well being Budget is used to support the priorities identified by Elected Members in consultation with residents and partners. It is administered by the Area Management Team on behalf of the Area Committee.
- b) The Area Committee receives update reports to each Area Committee meeting with updated budget positions.

#### Community Centres:

*In relation to each community centre identified by the Director of Environment and Neighbourhoods as within the Committee's area, to:*

- *oversee controllable revenue budgets, operational arrangements and the use of the centres;*
- *agree and implement a schedule of charges and discounts for directly managed centres;*
- *make asset management and investment proposals to ensure the portfolio is sustainable and meets local needs.*

- a) Under the current Functions Schedule there are currently two community centres delegated to this Area Committee:

- Calverley Mechanics Institute

•Swinnow Community Centre

- b) There is an ongoing review corporately in relation to community centres looking at the current delegation and market rental assessments.
- c) The Business Plan will assist the Area Committee in monitoring improvements to the centres. Reports will be provided to the Area Committee to report on progress, which will include information from Corporate Property Management on budget and maintenance and the corporate review of the Market Rental Assessments.

Neighbourhood Management:

*To agree priority neighbourhoods (through the approval of the Business Plan); and to agree and monitor Local Area Management Plans for the Committee's area.*

The Business Plan provides a framework to manage the delivery of key project activity in priority neighbourhoods focusing on the achievement of measurable improvements to service delivery using largely mainstream resources. The Area Committee will have a direct role in setting the governance arrangements and community engagement programmes for priority neighbourhoods

- a) The priority neighbourhoods for the Outer West have been agreed as the Heights and Gambles and Bawns estates, both within Farnley & Wortley ward
- b) Local Area Management Plans will be approved on an annual basis and will set out actions to target the priorities identified within each priority neighbourhood.
- c) Reports will be provided twice a year to highlight achievements and provide performance management information.

CCTV

*To maintain an overview of the service in the Committee's area and receive regular information about it.*

- a) The Area Committee will receive an annual report in June to provide an update in relation to CCTV, in addition regular reports will be provided to members via email.

Environmental Services:

*To develop and approve annual Service Level Agreements to achieve as a minimum, the service standards set by Executive Board. Via the Service Level Agreement, to determine the principles of deployment of the available resources by:*

- *the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered)*
- *The agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.*

*To be responsible for monitoring and reviewing the delegated activities in relation to the service outcomes specified in the SLA.*

*To be responsible for negotiating amendments to the SLA with service providers to accommodate unforeseen events or patterns of service failure, during the course of the SLA.*

- a) The Area Committee has established the Outer West Environmental Sub Group with Member representation from each ward to meet on a regular basis to oversee the development and implementation of the SLA. Quarterly service activity reports will be submitted by the Environmental Locality Manager to the Environment Sub-group for consideration. Through the sub-group, the report will be used to identify changes in issues and priorities and therefore help guide service delivery over the following quarters. Feedback from these meetings will form part of the regular reporting to the Area Committee to performance manage the delegation.
- b) Twice yearly performance monitoring reports will be submitted by the Environmental Locality Manager to the Area Committee for consideration to enable members to review the implementation and delivery of the SLA.
- c) An annual report will be submitted by the Area Committee to Executive Board, detailing the performance against service outcomes and the execution of Executive Board policy locally.

#### Community Engagement:

*Each Committee will agree a local community engagement plan based on an agreed template to ensure consistency across the city. Information on how Area Committees have delivered on their community engagement plans, will be included in an annual report to the Executive Board, which outlines achievements from the previous year to deliver the Area Delivery Plans, and future priorities.*

- a) As part of this Business Plan a programme of community engagement will be developed with the aim of providing consistency across the 10 Area Committees. This activity will fulfil the Area Committee delegated responsibilities and will be managed by the Area Management Team on behalf of the Area Committee

#### Ward Member Briefings

- a) Ward Member meetings will be held for each ward three times during the year with the purpose to identify ward projects and monitor progress of these projects. The meetings will be arranged and facilitated by the Area Management Team with an action plan provided for each.
- b) Where members have specific issues, partners will be invited to attend meetings to discuss and agree actions to address.
- c) A regular cycle of invited guests will be agreed with members to provide update reports and progress as and when appropriate.

#### Forward Plan

A forward plan will be produced annually, outlining the reports scheduled for the Area Committee in that municipal year.

#### 4. Well Being Budget

Each Area Committee has been delegated a Well being Budget which it is responsible for administering. The aim of this budget is to support the social, economic and environmental well being of the area by using the funding to support projects that contribute towards the delivery of local priorities set out in this Business Plan. Area Management work in partnership with agencies and service providers to ensure an efficient and effective use of the funding, and where possible, request match funding to be secured to ensure leverage is achieved.

Outlined in the table below is a record of how the 2011/12 revenue budget of £154,240 is currently allocated to support priorities in the Outer West. The table also shows how the 2011 / 12 revenue allocation has been aligned to city wide themes and local priorities.

<b>INCOME</b>	Revenue Well being budget 2011 / 12	£154,240
	Carry forward	£15,821
	<b>Total</b>	<b>£170,061</b>
<b>EXPENDITURE</b>		
<b>Theme</b>	<b>Projects</b>	
Sustainable Economy and Culture		<b>£34,500</b>
	I Love West Leeds	£18,000
	Farsley Community Festival	£3,500
	Farsley Christmas lights	£5,000
	Pudsey Christmas lights	£8,000
Safer and Stronger Communities		<b>£79,589</b>
	Small Grants	£9,000
	Community skips	£1,500
	Pudsey in Bloom	£4,000
	Calverley in Bloom	£3,000
	Farsley in Bloom	£3,000
	Site-based gardeners	£23,301
	Calverley heritage lighting	£1,816
	CCTV	£30,000
	Woodhall Road barrier	£1,572
	Additional litter bins	£2,400
Health and Well Being		
Children and Families		<b>£28,105</b>
	Armley Juniors Activities	£15,000
	Youth Service Equipments	£9,530
	Wortley Football Club	£3,575
	Track & Jump Facilities (£20,000)*	nil
* This project will now be funded through Well-being capital under-spend which has become available as the Dragons 20mph zone has been paid for by Highways.		
Housing and Regeneration		
<b>TOTAL</b>		<b>£142,194</b>



A report was submitted to the Area Committee on 9<sup>th</sup> September 2011 outlining the major benefits and added value of capital Well-being funding in West North West Leeds. This showed that since 2004, nearly £578,000 has been spent on 60 projects, leveraging in £389,000 internal funding and £285,000 from external sources. The report also demonstrated the range of projects which Area Committee Well-being funding had supported, supporting the following themes:

- Developing community capacity
- Addressing community safety
- Enhancing town and district centres
- Improving the environment, green spaces and parks
- Enhancing community assets
- Delivering highway repairs, improvements and parking schemes and encouraging sustainable transport schemes

The full capital budget for Outer West has either been spent or committed. There has been no new capital allocation since 2009/10.

## **5. Ward Profiles**

Profiles are available for each of the three wards in the Outer West and will be annually reviewed by the Area Management Team. They include the following information:

- Ward Members
- Geographical location
- Socio-economic/demographic summary
- Priority Neighbourhoods
- Assets (Schools, main council facilities, main non council facilities)
- Key priorities in each ward (including development/regeneration plans, local issues and challenges)
- Key local organisations

These profiles are used in conjunction with Neighbourhood Index and Indices of Deprivation to provide a context for shaping local priorities.

## **6. Priorities and Actions for 2011/12**

A draft action plan outlining the Area Committee priorities and actions for 2011/12 has been produced and will be reviewed annually. This is what the Area Committee will do based on the new integrated locality working design principles.

## **7. Priority Neighbourhoods**

In response to the Narrowing the Gap agenda of the Vision for Leeds 2004-2020, the Area Committee developed Local Area Management Plans (LAMPs). LAMPs do not include all activities and services provided within the area, but highlight what services are doing 'over and above' their core duties to meet the needs of the area and reduce the 'gap' between this neighbourhood and the rest of the city.

Priority neighbourhoods are identified based on the following:

- Neighbourhood Index
- Indices of Deprivation
- Consultation with Elected Members
- Data available from partners on their service users

LAMPs have been carried out on the Bawns, Gambles and Heights estates in the Farnley and Wortley ward. This has involved a range of agencies working in partnership to tackle a range of issues, with a particular focus on environmental, crime and young people's issues. As a result of this two sub groups have been established to focus on a) young people and b) health and well being as these have been identified as priorities for multi-agency action in these areas.

In addition, the Area Committee has funded a Community Development Worker (CDW) for the Swinnow estate through Healthy Living Network Leeds. This part time post is currently funded for twelve months. A key aspect of the community development work is to build and strengthen the local community and increase their engagement in community activities, particularly at the community centre. The CDW is also aiming to increase volunteer involvement at the community centre and establish a new management committee for the centre.

## 8. Partnership and Integrated Working

Locality Working is about working better with a wide range of services, organisations and residents to improve local communities. It focuses on better coordination and cohesive service delivery which is able to best meet the needs of local people. The Area Committee has nominated champions for partnership roles to support this agenda.

### 2011/12 Area Committee Champions

Environment Sub Group – Cllrs David Blackburn / Cllr Jarosz / Cllr Wood	Environmental Champion
Cllr Ann Blackburn	Health and Well being Champion
Cllr Jarosz	Community Safety Champion
Cllr Coulson	Children's Champion
Cllr David Blackburn	West North West Employment, Enterprise & Training Partnership

### West North West Area Leadership Team

The team will be established in September 2011, chaired by a member of the corporate leadership team, and oversee the development and successful implementation of local integrated services that improve outcomes in west north west neighbourhoods. The new locality working approach is outlined in the design principles agreed by Executive Board in December 2010 (a copy of the design principles is available on request).

### West North West Environmental Integrated Locality Working group

The West North West Area Manager with partners, has established a West North West Environmental Integrated Locality Working group to oversee integrated locality working to tackle environmental issues in key areas of the wedge. This group meets

bi-monthly. In addition to improved visual appearance the targeted neighbourhoods, lessons learnt on future collaborative working will be identified and implemented.

#### Outer West Environmental Sub Group

The Outer West Sub Group comprises a Member from each Outer West ward and meets regularly to ensure implementation of the Service Level Agreement. The aim of the group is to provide strategic direction for the improvement of service delivery and the quality of the environment for the Outer West wards of Calverley & Farsley, Farnley & Wortley and Pudsey through targeted response to local priorities, better co-ordination of service delivery and investment in public green spaces.

#### Community Safety Tasking

The Outer West Tasking group works in partnership, taking a problem solving approach to crime and environmental issues. Intelligence sharing means that actions identified are intelligence led, focusing on hotspot areas. The group meets monthly and regularly reports back to the Area Committee and also the Divisional Community Safety Partnership.

### **9. Community Engagement**

Developing a programme of community engagement is one of the Area Committee's key responsibilities. This business plan seeks to provide a robust framework for community engagement which supports the identification business plan activity and involves the public in local decision making. To facilitate this process it is recommended that engagement activity should be split into two main components:

- a) Primary Engagement: A core programme of primary engagement for all 10 Area Committees should be implemented which provides a consistent approach for consulting the public on the broad priorities for each area and meets the requirements for the area committees' delegated function. It is proposed that this is undertaken through an annual survey of Citizens Panel Members and is implemented as part of the annual Business Plan development and review process. The results of this consultation will be presented in a report to Area Committees setting out the findings of the consultation against the business plan themes.
- b) Secondary Engagement: In addition to this core programme of primary engagement, each area committee may elect to undertake additional engagement as it relates to the business of the Area Committee. For the Outer West this will include but is not limited to: a neighbourhood survey for each priority neighbourhood, up to eight ward forums and drop-in sessions a year and a range of engagement activities linked to the delivery of individual projects and programmes of service improvement.

A community engagement forward plan will be produced annually, outlining the reports scheduled for the Area Committee in that municipal year. Area Management Team will manage this programme of activity on behalf of the Area Committee which may include contributions of resources from other services and agency partners.

## **10. Commitment to Equalities and Cohesion**

Leeds City Council has a strong commitment to equality and cohesion. Community cohesion is a key priority for the Area Committee and their work within local communities is aimed at developing harmonious communities where people can come together in a spirit of cooperation to improve their area.

Leeds City Council has an Equality Framework and achieved an 'Excellent' standard in May 2011. Area Management are responsible for ensuring that equality standards are embedded in all Area Committee work.

Well Being Funding Agreements are signed by all agencies and community groups to receive funding and outline that to receive funding they also implement and adhere to their own equality statements.

## **11. Monitoring Arrangements and Promotion of Area Committee Achievements**

The Action Plan outlining the Area Committee priorities and actions will be subject to performance monitoring. Further performance management arrangements will be developed during the implementation of the Business Plan.