

Report of Director of Communities and Environment

Report to Executive Board

Date: 13th February 2019

Subject: Locality Working and Priority Neighbourhood Update

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. The Council's approach to **locality working** through **community committees** and its emerging work in **priority neighbourhoods** is an essential component of the **stronger communities programme** in the city. This programme incorporates a strategic approach to **migration**, tackling **poverty, inequality and disadvantage, community cohesion, engagement and development, prevent, counter extremism, work with the Third Sector, and equality**.
2. Executive Board approved a new model for Locality Working in November 2017 to respond to the national **Indices of Multiple Deprivation (IMD)** data for 2015 which demonstrated Leeds had sixteen neighbourhoods categorised as being in the most deprived 1% of neighbourhoods, nationally. Six priority neighbourhoods were identified to accelerate the Council's approach to tackling poverty and inequality in the city to support and encourage partners and stakeholders to work differently and encourage learning and development around some of the most challenging issues in the city.
3. The Executive Board report also identified twelve priority wards as the focus for **targeted neighbourhood improvement** to address poverty and inequality. The twelve wards include: Armley; Bramley and Stanningley; Kirkstall; Burmantofts and Richmond Hill; Gipton and Harehills; Killingbeck and Seacroft; Temple Newsam; Chapel Allerton; Middleton Park; Beeston and Holbeck; Hunslet and Riverside; and Hyde Park and Woodhouse (now Little London and Woodhouse).

4. The approach in these wards focuses on working with ward members and local partners to agree partnership priorities, improve how partners communicate, coordinate and integrate activity in the target wards. The approach uses the Indices of Multiple Deprivation to identify the most disadvantaged neighbourhoods in the twelve wards. Although, in some of the wards the amount of deprivation is significant across all neighbourhoods. This work is less intense than the priority neighbourhood programme but includes targeted interventions, community engagement activity and supporting better local leadership. Over time the ambition is to create a more integrated way of working in these challenging neighbourhoods, increase **community resilience and build stronger service and community connectivity so that residents do more for themselves and for others**. One example that supports this way of working is the approach taken by Adult Social Care and Health to provide funding to catalyse **Asset Based Community Development pilots (ABCD)** in some priority neighbourhoods.
5. Over the last year the Council and partners have developed the arrangements for the new approach. The methodology has been predicated on doing things with and alongside local ward members, communities, partners and stakeholders, listening to local opinions and reflecting collectively, to develop an emerging approach for the priority neighbourhood's work. The Locality Working refresh is complete and the new governance and operational arrangements have been introduced. The aim to create a collective endeavour between elected members, local partners, council services and communities.
6. The **Neighbourhood Improvement Board** (Chaired by the Executive Member Communities) brings strategic leaders together from across a range of Council directorates and partner organisations, together with local elected members to oversee the neighbourhood improvement programme. The group has completed working group activities to get to know the six priority neighbourhoods and are visiting each neighbourhoods to work with local teams to tackle some of the strategic challenges and opportunities. Strategic leaders have the opportunity to work at a lower spatial geography and explore how organisations can better tackle poverty and inequality in communities experiencing the greatest challenges.
7. Local partnership teams, known as **Core Teams**, have been introduced towards the end of 2018 and have worked with communities to increase community involvement and participation, develop local action plans, and build collaborative projects around key community issues. The report includes examples of local activity, projects and their impact. Examples of early success stories include: **reductions by almost 70% in anti-social behaviour** for neighbourhoods that have been suffering particular challenges, increasing the community engagement in areas where community contact has traditionally been poor. Several hundred people have been contacted through this neighbourhood approach either through door knocking, social media, consultation exercises and community drop in sessions. This is resulting in **greater reach into isolated communities and increasing access to support services**. Local elected members and trusted partners have led these approaches in communities. More examples of emerging success are contained within the report.
8. The local delivery arrangements are identifying strategic issues and opportunities to challenge some of the current approaches to delivery and investment. The Council is seeking to better align planned investment expenditure to priority neighbourhoods to accelerate improvement opportunities. As part of its ambition to tackle poverty and inequality the Council and strategic partners are working together to **accelerate the**

pace of change in key areas of policy and practice. Members of the Council's Corporate Leadership Team are working within the wide range of citywide strategic partnerships and Boards to maximise the opportunities for priority neighbourhoods through the Council's investment plans and other strategic partner programmes of work. There is growing consensus between the Council and key strategic partners that the **Leeds Inclusive Growth Strategy** and the **Health and Well Being Strategy** form the change axis for tackling poverty and inequality in Leeds.

Recommendations

The Executive Board is asked to:

1. Reflect on the contents of the present report and comment on the progress made.
2. Request that the Director of Communities and Environment introduces performance management arrangements at the appropriate spatial level to support Year Two of the Priority Neighbourhoods programme.
3. Request the Director of Communities and Environment provides an annual update on year two achievements in 12 months' time.

1. Purpose of this report

- 1.1 Executive Board approved the new model for Locality Working in November 2017 and requested an annual update on progress. This report highlights recent progress, emerging issues and areas for further development in relation to Locality Working and the Priority Neighbourhood work programme.

2. Background information

- 2.1 The new Locality Working model, as approved by Executive Board, was responding to the national Indices of Multiple Deprivation (IMD) data for 2015 which demonstrated Leeds had sixteen neighbourhoods now categorised as being in the most deprived 1% of neighbourhoods nationally. As part of this approach, six priority neighbourhoods were identified to accelerate the Council's approach to tackling poverty and inequality in the city. The approach is predicated on the Council's ambition to be a compassionate city and a view that a smaller neighbourhood focus creates the opportunity to develop a more detailed process for understanding and responding to communities affected by poverty.
- 2.2 All six areas are at different stages of development, reflecting local circumstances, with early pilot work in the New Wortley area of Armley ward and the Receptions area in Beeston and Holbeck ward, followed by a further four neighbourhoods in November/ December 2017, these include: Boggart Hill in Seacroft and Killingbeck ward; the Beverley's and Stratford's in Hunslet and Riverside ward; the Clifton's and Nowell's and Lincoln Green, both in Burmantofts and Richmond Hill ward.

3. Main issues

- 3.1 The Best Council Plan was refreshed in December 2018 and tackling poverty and inequality is a cross cutting theme throughout the Council's approach to being the best city to live. The Annual State of City discussion in 2018 placed communities at the heart of the discussion exploring what it felt like to 'live in Leeds'. This illustrated the Council's continuing commitment to listening to communities and reflecting on the impact of Council and partner activities. Particularly, in some of the most disadvantaged areas of Leeds. The recent Joint Strategic Assessment highlights that some of most disadvantaged neighbourhoods are seeing the fastest population growth, particularly the number of children and young people. The collective ambition is to use a community-focused approach to tackling poverty and inequality by pursuing inclusive growth (Leeds Inclusive Growth Strategy), tackling child poverty and improving the health of the poorest the fastest, through the Leeds Health and Well Being Strategy. It is within this context that the Locality Working and Priority Neighbourhoods approach is aiming to improve connectivity with local communities, recognise the strength of local elected members as strong community advocates and better connect strategic policy with improving outcomes in disadvantaged neighbourhoods.
- 3.2 **Implementing the new arrangements – leadership management and governance** - Over the past year, the Council and its partners have mobilised local and strategic capacity to develop the arrangements for the new approach to Locality Working. The Community Committees remain very much at the heart of the new approach providing connected local leadership to neighbourhood improvement activity. The Communities Team has been re-shaped and deployed on a more flexible basis to enable the priorities set by Executive Board on Locality Working to

be delivered within the Community Committee delivery arrangements. Work has been completed to standardise and simplify the core business of Community Committees and there is a more consistent and transparent approach across all 10 Community Committees, including, improved financial reporting from a number of funding sources and a more standardised commissioning process to help local community groups access funding.

- 3.3 There has been a smooth transition to the new arrangements with the Community Committees now in their third round for this municipal year. In line with the agreed arrangements set out in November 2017 the staff team for community committees has been configured into a single team, which supports all the meetings, subgroups workshops and local arrangements for the committees. All vacancies have been filled and the new members of the team are working well and have developed positive working relationships with elected members.
- 3.4 Community engagement has continued to grow including the social media following, as well as engagement through various community activities, events and workshops. Community Committees continue to fund a number of community organisations with £1.2m Well Being funds, supporting valuable community schemes and projects. The Youth Activities Fund (with a £550k annual budget) is now fully commissioned with young people through youth summit arrangements in each community committee, with engagement continuing to grow. The approach to young person-led project evaluation was nominated for a Children Now award this year. The ongoing work of Community Committees was reported in the Annual Report to Full Council in September 2018 and demonstrated the breadth and quality of elected member decision making for the benefit of the well-being of communities.
- 3.5 In addition to funding local projects, Community Committees are central to connecting citywide policies and new service delivery approaches to neighbourhoods and communities. This is done in a variety of ways including workshops, formal committee discussions and local working groups and residents meetings. Examples this year include: Reviewing the impact of child poverty, detailed discussion on local crime and community safety issues and neighbourhood policing; exploring the opportunities offered by the smart cities developments in communities; and neighbourhood planning progress in communities.
- 3.6 The committees have also provided a focus for key city-wide conversations and consultations to gather a locally focussed response and understanding. This included: The implementation of Universal Credit, with DWP partners and Council services briefing members and the community on the government's delivery of Universal Credit and the impact on individuals and communities; the strength based social care approach, and the implementation of the talking points in communities; the Youth Service review, its proposals and the local impact of any changes.
- 3.7 Executive members continue to support the 'Community Committee Champions' approach with regular two way discussions connecting strategic policy and local implementation issues.
- 3.8 **Neighbourhood Improvement in Target Wards** - The Executive Board report identified twelve priority wards as the focus for targeted neighbourhood improvement to address poverty and inequality. The twelve wards include: Armley; Bramley and Stanningley; Kirkstall; Burmantofts and Richmond Hill; Gipton and Harehills; Killingbeck and Seacroft; Temple Newsam; Chapel Allerton; Middleton Park; Beeston and Holbeck; Hunslet and Riverside; Hyde Park and Woodhouse.

- 3.9 The approach in these wards focuses on working with ward members and local partners to agree partnership priorities, improve how partners communicate, coordinate and integrate activity in the target wards. The approach uses the Indices of Multiple Deprivation to identify the most disadvantaged neighbourhoods in the twelve wards. Although, in some of the wards the amount of deprivation is significant across all neighbourhoods. Work has taken place to review any existing neighbourhood improvement activity and partnerships and refresh the priorities or develop new arrangements to enhance partnership working. This work is less intense than the priority neighbourhood programme but includes targeted interventions, community engagement activity and supporting better local leadership. When there is learning from the priority neighbourhoods, partners and service directorates are encouraged to adopt these new ways of working in the target wards. The target ward arrangements are a developing area of locality working, listening closely to local elected members, partners and the community. Over time the ambition is to create a more integrated way of working in these challenging neighbourhoods, increase community resilience and build stronger service and community connectivity. Examples of the work in target wards include:
- 3.10 **The Harehills Neighbourhood Improvement Partnership** which has supported the development of projects such as Keep Harehills Tidy, developed and supported the youth inclusion activity programme during the key Bonfire night period (engaging with nearly 200 children and young people), supported and nurtured community-led activity such as the Harehills in Bloom group and the Harehills Community Watch group. Recent work includes developing the Public Space Protection Order to improve environmental behaviours around waste management and reduce other anti-social behaviours, developing the Cumulative Impact Policy for Harehills which was adopted in January 2019 and developing a communication campaign to promote good neighbour behaviours. In partnership with Housing Leeds, the Gipton Neighbourhood Improvement Partnership has recently been refreshed and is focused on developing a new partnership work programme focusing on increasing resident engagement and improving community venues.
- 3.11 **The Wythers** estate in Armley has traditionally been a difficult area to engage the community, with high levels of mistrust in statutory agencies. Over the last year a partnership between the Communities Team and Voluntary Action Leeds (VAL) has developed a project to increase community engagement with local residents. This has resulted in a small community group developing which is raising issues in the local area and thinking about how the community can have an active role working with partners to improve the estate. The next step is to support the development of a residents group, able to access funding and deliver on its ambitions.
- 3.12 **Bramley Our Place** - The Bramley Our Place Partnership was brought together to develop a local improvement plan for Bramley, focusing on the Broadleas and Fairfields estates. The partnership is continuing to developing a work programme against the 3 identified priorities which include Children & Young People; Community Safety & Environment; Jobs & Skills, educational attainment. Work has also taken place to develop and sustain the Bramley Business Forum which is engaged in a program of activity working with the 4 schools that serve the Broadleas and Fairfields areas.
- 3.13 **Hawksworth Wood and HAVA Big Local** –Hawksworth Wood is half way through a ten year programme to spend £1 million on local community priorities as part of the National Lottery's Big Local programme. The Communities Team have been supporting HAVA and its Board to develop as a partnership and work with the local community to identify local schemes to develop. They have recently funded a

neighbourhood skate park as part of local environmental improvements and projects supporting local people into volunteering and employment.

- 3.14 **The Belle Isle and Middleton Neighbourhood Improvement Board** has had a strong focus on community engagement and partnership working. A variety of community engagement sessions have been held in targeted areas throughout the Ward. These were informal drop-in style session, with a wide range of council services and partners holding stalls to promote and explain their role to residents. Residents commented that the sessions were beneficial, and the format allowed them to have quality conversations with their Ward Members and council services. The Belle Isle and Middleton Neighbourhood Improvement Board is a well-established partnership that facilitates joint working between local and citywide partners. A recent focus has been on improving outcomes for young people at risk of engaging in crime and anti-social behaviour. Some of the partnership projects include the installation of the WW1 Airfield Memorial plaque and the Love Where You Live campaign.
- 3.15 The new Locality Working arrangements have seen the introduction of new governance and operational arrangements which aim to create a collective endeavour between elected members, local partners, council services and communities.
- 3.16 The new governance arrangements have four key features:
- The **Community Committees** are at the heart of the new Locality Working arrangements and provide connected and accountable local leadership, overseeing the neighbourhood improvement local work programme in priority neighbourhoods and targeted wards and ensuring it is integrated into wider community activity.
 - The city wide **Neighbourhood Improvement Board** provides strategic oversight of the neighbourhood improvement programme and consists of Elected Members, Senior Officers and Partners. It is chaired by the Executive member for Communities and membership includes the chair of the Environment, Housing and Communities Scrutiny Board.
 - The **Strategic Delivery Team** of senior officers is responsible for programme management and collective problem solving to drive improvement in priority neighbourhoods. It consists of a network of senior organisational leaders and provides operational leadership. It is chaired by the Director of Communities and Environment.
 - Each priority neighbourhood has a multi-agency **Core Team** consisting of local partners, service leaders and managers, elected members and residents and is responsible for developing local neighbourhood improvement activity.
- 3.17 **The Neighbourhood Improvement Board** (Chaired by the Executive Member Communities) brings strategic leaders together from across a range of Council directorates and partner organisations, together with local elected members to oversee the neighbourhood improvement programme. The group has completed working group activities to get to know the six priority neighbourhoods and are visiting each neighbourhoods to work with local teams to tackle some of the strategic challenges and explore opportunities for working differently in these neighbourhoods. Strategic leaders have the opportunity to work at a lower spatial geography and explore how organisations can better tackle poverty and inequality in communities experiencing the greatest challenges.

- 3.18 **Developing the local working arrangements and plans** - The ambition is to develop an integrated place-based approach to service delivery and working differently. To this end, Core Teams have been established across the six priority neighbourhoods and have developed collaborative local work programmes that seek to respond to the needs and aspirations of communities. Currently this is being delivered from within existing resources, with officers and partners continuing to manage and deliver their relevant service. Increasingly, funding is being attracted to the priority neighbourhoods for targeted projects. The Core Teams offer opportunities for priority neighbourhoods to act as test-beds for new ways of working and supporting different models of service delivery.
- 3.19 The Core Teams have held development workshops to build relationships and identify common priorities and have taken a proactive approach to getting to know neighbourhoods, both through local staff and more senior leaders engaging in community conversations with practitioners and residents. Local elected members are important members of Core Teams giving a valuable insight to local problems and opportunities. One of the positive aspects of the community engagement conversations with local people is the sense of connection people have in many of the neighbourhoods. Many people are living in difficult circumstances but aspire for better opportunities for both themselves and their families. There are strong connections with the local third and community sector who have a good degree of trust, reach and insight into the communities and the local issues and challenges. More importantly, many of the neighbourhoods have responded positively to support and empowerment and despite being at the early stages there is progress with community involvement. It is important to state that whilst this report describes some of the immediate challenges faced by the Core Teams in tackling poverty and inequality, it should also be recognised that there is a latent resilience in the priority neighbourhoods and there is an opportunity to build on it.
- 3.20 Each of the priority neighbourhoods has a draft action plan that highlights the priorities and key actions and is starting to identify which performance measures should be used to monitor progress. Further work is required to achieve a compendium of indicators at a lower spatial level for some of the more useful data sets. Currently, impact is being monitored through activity, community reach and project outputs. This is a key focus of activity in 2019 and forms an important part of the recommendations in this report.
- 3.21 The Environment, Housing and Communities Scrutiny Board has helped to provide a positive challenge and support arrangement for developing the Council's approach to Locality Working and Priority Neighbourhoods, as outlined in the 2017 Executive Board report. The Chair of the Board is a member of the Neighbourhood Improvement Board and an update report recently went to the Scrutiny Board to reflect on the progress and the emerging challenges. Some of the key reflections of the Board focused on ensuring that,
- The learning from priority neighbourhood's is shared and used in other areas as part of a needs-led approach to service delivery.
 - Recognising the importance of connecting priority neighbourhood's to the employment opportunities (as outlined in the Inclusive Growth Strategy)
 - Highlighting the need to have greater clarity around evaluating impact by accelerating the development of the Council's performance management arrangements at this small spatial geography. The Scrutiny Board were supportive of playing an active role to engage with other Scrutiny Boards to support the direction of the programme and the progress of the current work.

The following sections give some examples of progress in the priority neighbourhoods.

- 3.22 **New Wortley** - One of the first agreed activities of the New Wortley Core Team was to identify a 'Top 10' list of key children and young people at risk of being drawn into ASB and crime. Using an intensive collaborative case management approach, data from range of agencies was pulled together and shared between local partners. The result of this exercise identified individuals with needs that were not previously on any services' radar. A number of young people and families were then able to receive collaborative support packages to address some of their complex issues. This approach has now been used for over a year and all of the identified key individuals and families are engaging with some form of provision and/or support. During this period Youth ASB has reduced by nearly 70%.
- 3.23 In recent months an Employability Project has been operating from the New Wortley Community Centre which brings together Third Sector Support and Engage Leeds. As a result, 31 local residents have been supported and 14 have gained successful employment. This small scale localised approach is helping to build positive relationships and the confidence to engage in learning.
- 3.24 **Boggart Hill** – Partners and Housing Leeds have worked together to develop a neighbourhood survey to improve response rates to many traditional methods of community engagement. 250 surveys have been received and further surveys will continue to be completed as part of the annual tenant visit in the area. 40% of households returning the survey say they would like to have greater involvement in their community activity. As part of this approach partners have used targeted Facebook advertising which has proved to be a low cost effective approach to increase local awareness, interest and attendance at local activities and events. The Core Team was then able to use this network of contacts to promote an event providing financial advice for Christmas spending which supported 150 residents.
- 3.25 A Project Development Worker Apprentice has been funded through Public Health, the Apprenticeship Levy and Community Committee Well-being and is operating out of the new Deacon House Community Hub and through a local Community Cafe. The post is based on an Asset Based Community Development approach. The first quarter review has demonstrated some early successes including securing interest of 10 local people in the Community Health Champion model and developing a community-led asset map identifying the places and support that local people value.
- 3.26 **The Recreations, Holbeck** - Partners from the Recreations Core Team have developed and launched the support hub “@Holbeck” in June 2018, which saw a terraced house developed into a mini community hub. The local offer includes support from Dewsbury Road hub staff, Touchstone, Blue Apple, Improving Access to Psychological Therapies Services (IAPTS) and Holbeck Elderly Action, all working from this location 3 days a week. Leeds Anti-Social Behaviour Team offer a monthly drop in session for residents to report issues and receive advice and support from a local officer. In an area that was identified as having low levels of contact with support services, the hub has so far dealt with over 160 enquiries from residents, including requests for employment support, benefit support and housing support. The Core Team are seeing increased involvement of local residents including a large numbers of residents attending the Holbeck Forum and an average of 60 people at each community film night.
- 3.27 The Holbeck Recreations area covers the Managed Approach and as a result a large amount of community dialogue has taken place, with regular large scale meetings. A smaller resident working group has been established and Community

Safety surveys will be taking place to monitor the management arrangements and manage any challenges in collaboration with the local residents.

- 3.28 **Beeston Hill** - This summer saw Trentham Park in Beeston Hill transformed from a dull, unsafe, uncared-for space into a vibrant family-friendly play area, through a community-based project called 'Green up Your Life – For Art's Sake'. The project's success was largely due to the initial multi-agency local door knocking consultation, which led to people being engaged and generated ideas that shaped the summer activities. There are 30 residents who regularly attend the sessions held on a Saturday morning and continue to engage with the Core Team to explore how residents take a stronger role in place shaping in their community.
- 3.29 The impact of anti-social behaviour (ASB) and organised crime on the residents had been underestimated by the Police and LCC. This is a challenging community issue but as the levels of trust increased, the discussions with residents became more open about what was happening in the community. To address these concerns a number of initiatives were put in place that included CCTV cameras in Cross Flatts Park and Tempest Road and a new zebra crossing on Tempest Road. In the next round of monitoring, it is anticipated there will be a reduction in this area. This activity has increased community confidence in our collective ability to respond, encouraging further engagement by the community.
- 3.30 **Clifton's and Nowell's** - The Nowell's area has seen a significant amount of hate crime that reached crisis point in the late spring of 2017. The work of the Core Team increased the confidence to report and the team quickly organised a series of community conversations through door knocking activity. As a consequence of language barriers, MAP (Migrant Access Project) volunteers supported local practitioners and agencies to talk to as many residents as possible. This helped to build community confidence and provided further evidence about perpetrators and victims of hate crime. In total, 3 door knocking sessions have taken place with all 800 households contacted with key information about access to services. The local team have spoken to 177 residents of which 52 have indicated a willingness to be involved in community activity, with several volunteering to support youth activities. In addition, a number of families received increased targeted support to address their complex circumstances and challenges. This included both victims of crime and children, young people and families with offending behaviour.
- 3.31 The Core Team developed a targeted work programme to enhance community activity and youth provision in the area, and LEODIS were deployed with other local partners to address hate crime and ASB activity. The local Children's Centre was opened up in the evenings and additional youth provision was developed including a package of support through Active Leeds. Up to 30 local young people are now regularly attending activities, a number of the young people have previously been perpetrators of hate crime. Community enforcement was strengthened by the introduction of an ASB PSPO and targeted environmental works. The Core Team also worked with the Communities and Environment Directorate to submit a project for funding as part of a Home Office bid led by the Office of the Police and Crime Commissioner. The bid was successful and as part of this West Yorkshire wide programme, £45k will be allocated to developing a community-led children and families hub project in the Nowell's.
- 3.32 As a result of this targeted programme of work the crisis was significantly reduced and work can now take place to develop community confidence and increase community activity. During this period of intensive work, recorded crime decreased by 70% from May to September 2018 and the number of reported police incidents

reduced by 70% between May and September 2018. This is an overall reduction on the same period in the previous year. Leodis reported that the Core Team arrangements improved the effectiveness of the Leodis role and contributed to the development of a more sustainable improvement programme.

- 3.33 **Lincoln Green** - Engagement in the neighbourhood was traditionally poor and all local partners described a desire to not do things 'to people' but to increase the collective understanding of what people would like to see improve and change. The Core Team has worked with Housing Leeds to pioneer a Social Value questionnaire to measure the longer term impacts of community capacity building work to identify what adds the most value to local resident's confidence and quality of life.
- 3.34 A series of community engagement events have taken place since the spring talking to over 150 residents and a children and young people's event with around 40 young people engaging in conversations. This approach helped to shape the focus of the team on a few key local projects which the community identified as important. Work has taken place to improve a local park which is a highly valued local community space. A strong programme of youth engagement activity has been developed, with support from local partners and Active Leeds, which run from local venues.
- 3.35 Digital access has been improved through the installation of public access Wi-Fi at Lincoln Green Community Centre. A digital drop in has been delivered from the community centre for the last 12 months. 85 residents have accessed this service supported by 26 volunteers, 14 of which have now secured employment.
- 3.36 Over 100 residents have been involved in the development of a local health needs analysis. The aim is to use this evidence to influence health commissioning arrangements going forward and work with the new Local Care Partnership arrangements. This health theme has developed and plans are now in place to work with local partners to explore what a health-led approach to our local investment opportunities might look like and where investment can have the greatest impact on health and wellbeing.
- 3.37 Finally, Leeds Teaching Hospital Trust (LTHT) have committed to connecting to the Core Team work as part of their "Anchor" institution role. They have indicated strong support for the priority 1% approach and have agreed to test out new ways of working in a smaller geography which they hope will better connect the Hospital to the nearby community. Plans include developing an employability programme between LTHT and the Core Team to help resident's access work, voluntary work to support a focus on increasing MMR immunisation rates and also the potential to support local work around enhancing learning in the community with potential mentoring schemes.
- 3.38 **Strategic Engagement across the Council and with key partners – exploring future opportunities-** The local delivery arrangements have identified strategic issues and opportunities to challenge some of the current approaches to delivery and investment. To achieve the step changes required to improve outcomes, the Council and strategic partners are working to accelerate the pace of change in key areas of policy and practice. The key to increasing resource capacity in our most deprived neighbourhoods is integrated joined-up approaches and prioritising resource, capacity and importantly, investment where possible without having significant negative consequences elsewhere and ensuring decision making is based upon local need.

- 3.39 As part of its ambition to tackle poverty and inequality the Council and strategic partners are working together to accelerate the pace of change in key areas of policy and practice. Members of the Council's Corporate Leadership Team are working within the wide range of citywide strategic partnerships and Boards to maximise the opportunities for priority neighbourhoods through the Council's investment plans and other strategic partner programmes of work. There is growing consensus between the Council and key strategic partners that the Leeds Inclusive Growth Strategy and The Health and Well Being Strategy form the change axis for tackling poverty and inequality in Leeds.
- 3.40 The Council is using the Inclusive Growth Strategy, including the investment planned around the city centre, to develop better linkages between the priority neighbourhoods that border the city centre. There are discussions taking place with 'Anchor' organisations about how they can better connect to priority neighbourhoods and how to maximise the impact of Anchor organisations in the city's poorest neighbourhoods. This commitment is shown by the inclusion of Leeds as an example in the Governments' Long Term Plan for the NHS where it is quoted as an example of good practice:

"The NHS as an 'anchor institution'

*As an employer of 1.4 million people, with an annual budget of £114 billion in 2018/19, the health service creates social value in local communities. Some NHS organisations are the largest local employer or procurer of services. For example...Leeds Teaching Hospitals NHS Trust is supporting the city's inclusive growth strategy by targeting its employability and schools outreach offer at neighbourhoods in the **most deprived 1% nationally** and is increasing its apprenticeship programmes by 51% year-on-year. In partnership with the Health Foundation, we will work with sites across the country to identify more of this good practice that can be adopted across England."*

People, Place and Productivity

- 3.41 The Priority Neighbourhood approach is fundamental to the Leeds Inclusive Growth Strategy. Many of the people living in these neighbourhoods have poor experiences of learning and the labour market in Leeds. Their learning and employment vulnerability can lead to entrenched barriers to work which compound poverty in these neighbourhoods. The Inclusive Growth Strategy recognises that Leeds needs to invest in the people of Leeds by supporting better pathways through learning, skills and employment, investing in the city's infrastructure to nurture economic growth and to tackle the productivity challenge which requires Leeds to invest in technology and the digital age and also increase the level of skilled workers in Leeds. Discussions in priority neighbourhoods have highlighted that one of the biggest opportunities is to invest and support learning opportunities, working closely with local learning partners, to drive economic inclusion.
- 3.42 The priority neighbourhood discussions have highlighted the opportunity to better align strategic infrastructure investment opportunities with the Council's ambition around tackling poverty and inequality, with a greater focus on Place Shaping with communities. Several of the priority neighbourhoods offer the opportunity to develop bespoke Place Shaping strategies to neighbourhoods like Lincoln Green and the Recreation's in Holbeck, where the Council can link places where people experiencing poverty live to areas of future growth. This is an exciting challenge and requires the Council to be more agile in its approach to investment plans and explore in greater spatial detail how regenerating the physical fabric of the city can help lift communities out of poverty. Partners are starting to explore how the

Inclusive Growth approach can both generate opportunities for people affected by poverty and ensure people and neighbourhoods have circles of support which enable individuals and communities to benefit from growth. Discussions have highlighted that the transformational work around vulnerable adults and children and families which take a strength based and restorative approach could provide an excellent model for future service re-modelling to better empower individuals to thrive.

- 3.43 A second opportunity is the Leeds Health and Well Being Strategy which aims to improve the health of the poorest the fastest. Discussions have recently taken place with the Health and Well Being Board. The information from priority neighbourhoods was used to stimulate discussion with senior health partners about how they could explore different ways of working in priority neighbourhoods to improve health outcomes. The new GP led Local Care Partnerships are at early stages but are starting to connect with local Core Teams and it is hoped this will strengthen local relationships between wider partners and health practitioners. Practical work around increasing screening and immunisation is emerging as well as activity focused on addressing the wider determinants of health. Further work is being developed through current commissioning models to investigate opportunities for greater targeting of services towards the needs of the poorest people in the city. Using priority neighbourhoods as a test bed for ways of working.
- 3.44 Leeds has an opportunity to increase its collective endeavour around shared health outcomes, particularly linking in with Community Hubs and Housing Leeds services. The opportunity for working closer with locally trusted organisations like primary schools and GP Centres and the local community sector could increase the reach around issues like preventative screening and early support for mental health in some of the most disadvantaged communities. The strengthening connection between Local Care Partnerships and Core Teams enhances the opportunities to improve integrated locality working.
- 3.45 Thirdly, Council departments are exploring other opportunities to work differently and trialling new approaches in the priority neighbourhoods. For example, Active Leeds have used the priority neighbourhood arrangements to target these neighbourhoods with their active lifestyles programmes and work with Sport England. This has proved invaluable to developing and delivering a programme of sport and engagement with local young people, parents and other adults. In many cases the improved working relationships with the Youth Services, LASBT and West Yorkshire Police has seen youth ASB reduce.
- 3.46 Community engagement is key to developing co-produced solutions, and with this in mind, Adults and Health have targeted smaller amounts of public health resources and support for Asset Based Community Development projects to priority neighbourhoods. Three new ABCD projects have started in January 2019.
- 3.47 Housing Leeds are looking to better prioritise improvements, repairs and investment in the poorest neighbourhoods, and address opportunities for continuing to reduce fuel poverty. They are also working with the Core Teams to develop resident welcome packs and improve the quality of the annual resident home visit.
- 3.48 Both the Neighbourhood Improvement Board and the Environment, Housing and Communities Scrutiny Board have requested that the Council work with partners to develop a robust and proportionate set of performance measures to track the progress of the priority neighbourhoods. As the work to date shows, local partners are able to share some data at the lower spatial geography such as anti-social behaviour and this allows local teams to track the progress and impact of the

interventions and preventative measures developed. However, this level of analysis has not been widely available across all of the Index of Deprivation domains.

- 3.49 Leeds has worked with Third Sector partners to develop a framework for Thriving Neighbourhoods. This is a tool co-produced by a range of partners and communities and led by Voluntary Action Leeds which identifies the common characteristics of a thriving neighbourhood and recommends some performance measures which help define the current position and progress of a neighbourhood. It would be helpful to develop this approach in priority neighbourhoods enabling a baseline to be set retrospectively and allowing future progress to be monitored. This would require Council services to collaborate with partners on data sharing and to agree to track data at a lower spatial geography. Whilst it is recognised that a range of factors influence neighbourhoods, having a useful local data set will help to focus activity on those factors which make the biggest difference and where partners feel they can drive improvement faster as a result of collaborative working.

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The following individuals and groups have been consulted and engaged throughout implementation of the priority neighbourhood's work: Executive Member for Communities; Corporate Leadership Team; Chief Officers and Heads of Services; West Yorkshire Police; Health; Third Sector leadership; Community Committee Chairs Forum and elected members from wards with priority neighbourhoods; the Health and Well Being Board.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Addressing poverty and inequality is an integral part of the proposals for a new place based early intervention approach to locality working. Work undertaken to develop these proposals identified evidence of disproportionate outcomes, which we are seeking to challenge and change. An Equality Impact Assessment was completed as part of the design and development work. Due regard to equality has been and continues to be considered for all aspects of the work programme/projects.

4.3 Council policies and best council plan

- 4.3.1 The role of community committees is already part of the council's constitutional arrangements. The Best Council Plan 2017/18 clearly articulates the ambitions for Leeds to be a compassionate city with a strong economy that tackles poverty and addresses inequalities. Its 2017/18 priorities include a priority for Resilient Communities that incorporates the need to develop strong cohesive communities, raising aspirations and reducing financial hardship. The December 2018/19 refresh report to the Executive Board has tackling poverty and inequality as a cross cutting theme.
- 4.3.2 The work articulated in this report is in line with the aspirations and ambitions of the Council's Stronger Communities Benefiting from a Strong Economy breakthrough programme launched in June 2017.

4.4 Resources and value for money

4.4.1 The work articulated in this report makes best use of existing resources already working in neighbourhoods and seeks to do things differently by working alongside residents to shape their neighbourhoods and inform service re-design to tackle poverty and reduce inequality. The work further seeks to reduce demand on public services and therefore cost in the priority neighbourhoods, specifically.

4.5 Legal implications, access to information, and call-in

4.5.1 The city's existing neighbourhood improvement architecture has been re-shaped and a citywide neighbourhood improvement board led by the Executive Member for Communities will hold the responsibility for these developments and oversight for the programmes of work that they will require. Local ward members will be instrumental in both the local arrangements and the citywide Board.

4.5.2 There are no exempt items so there are no access to information issues.

4.5.3 There are no legal implications for the work articulated in this report

4.6 Risk management

4.6.1 The council has been discussing a need to radically change the way we work in localities for some time now. Pressures in some of our most challenged and deprived neighbourhoods are now greater than ever due to a range of factors. If we do not now 'grasp the nettle' now and try something radically different, it is expected that we will continue to see a deterioration in our most challenged neighbourhoods, and a worsening of these neighbourhoods nationally in future IMD analyses. Moreover, we will not deliver against our key aim of tackling poverty and inequality and delivering on our ambition to be a compassionate city.

4.6.2 It would be simplistic to assume that priority neighbourhoods could be supported by redirecting resources from communities and neighbourhoods which are largely self-sustaining and thriving. The reality is that resources in many front-line operations have already been deployed on a needs led basis with limited capacity from simply shifting where staff work to another area. The agility of organisations to respond in the context of broader economic changes could challenge the pace of improvement. An investment-led approach is needed alongside more joined up working across services.

5. Conclusions

5.1 The Core Teams will continue to develop sustainable programmes of local activity and are identifying areas where greater strategic involvement is required. Over the coming months each team will start to develop improvement themes across the 6 areas and work with the Strategic Delivery Team to look at the opportunity for greater levels of transformation around neighbourhood working. The Core Teams and the Strategic Delivery Team are also seeking to improve the quality of performance management data at this lower spatial level to enable Core Teams to target areas of underperformance and improve the monitoring of the impact of activities. It is proposed that this area of work be accelerated.

5.2 The Neighbourhood Improvement Board in overseeing progress will ensure that senior leaders visit, discuss and listen to the challenges and progress of the Core

Teams directing the Strategic Delivery Team to focus on strategic programmes of work that promote place shaping and integration. Work will continue with Scrutiny Boards and partners to improve the performance management information for the programme and to ensure that all Scrutiny Boards are informed, engaged, and have the opportunity to ensure oversight of the contribution of the council's resources in respect of locality working and make recommendations for any improvements.

6. Recommendations

6.1 The Executive Board is asked to:

- a) Reflect on the contents of the present report and comment on the progress made.
- b) Request that the Director of Communities and Environment progress performance management arrangements at the appropriate spatial level to support Year Two of the Priority Neighbourhoods programme.
- c) Request the Director of Communities and Environment provides an annual update on year two achievements in 12 months' time.

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.