



SCRUTINY BOARD (ENVIRONMENT, HOUSING & COMMUNITIES) CONSULTATIVE MEETING

Consultative Meeting to be held remotely* on
Thursday 1 December 2022 at 10.30am

BOARD MEMBERSHIP

Cllr B Anderson (Chair)	-	Adel and Wharfedale
Cllr J Akhtar	-	Little London and Woodhouse
Cllr K Brooks	-	Little London and Woodhouse
Cllr E Carlisle	-	Hunslet and Riverside
Cllr L Cunningham	-	Armley
Cllr R Finnigan	-	Morley North
Cllr P Grahame	-	Crossgates and Whinmoor
Cllr A Khan	-	Burmantofts and Richmond Hill
Cllr S Lay	-	Otley and Yeadon
Cllr A Maloney	-	Beeston and Holbeck
Cllr T Smith	-	Pudsey
Cllr J Tudor	-	Killingbeck and Seacroft
Cllr P Wadsworth	-	Guiseley and Rawdon
Cllr N Walshaw	-	Headingley and Hyde Park

Note to observers of the meeting: To remotely observe this meeting, please click on the 'To View Meeting' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available once the meeting has commenced.

[Scrutiny Board \(Environment, Housing & Communities\): 1 December 2022 Remote Consultative Meeting](#)

*This is being held as a remote 'consultative' meeting. While the meeting will be webcast live to enable public access, it is not being held as a public meeting in accordance with the Local Government Act 1972.

**Principal Scrutiny Advisor:
Rebecca Atherton
0113 37 88642**

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>DECLARATIONS OF INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council’s ‘Councillor Code of Conduct’.</p>	
2			<p>INTRODUCTIONS AND APOLOGIES</p> <p>Chair to facilitate introductions and to receive any apologies for absence.</p>	
3			<p>ENSURING THE RESILIENCE OF THE THIRD SECTOR</p> <p>To receive an update from the Chief Officer for Safer Stronger Communities on the approach being taken to support a thriving third sector in Leeds.</p>	3 - 24
4			<p>TACKLING INEQUALITY AND DISADVANTAGE IN COMMUNITIES: LOCALITY WORKING</p> <p>To receive an update from the Director of Communities, Housing & Environment on the city’s locality working model and the next stage of its implementation.</p>	25 - 60
5			<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board’s work schedule for the 2022/23 municipal year.</p>	61 - 68
6			<p>DATE AND TIME OF THE NEXT MEETING</p> <p>The next public meeting of the Scrutiny Board (Environment, Housing & Communities) will take place on Thursday 5 January 2023 at 10.30am. There will be a pre-meeting for all members of the Scrutiny Board at 10am.</p>	

Ensuring the Resilience of the Third Sector

Date: 1st December 2022

Report of: Director Communities, Housing & Environment

Report to: Scrutiny Board (Environment, Housing & Communities)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

- Leeds needs a thriving third sector able to rise to current challenges and opportunities and work alongside all partners to deliver the Best City ambitions.
- The report outlines the collaborative approaches taken forward by the public and third sector which enabled a city response to local communities during the Covid-19 pandemic.
- Outlines the new challenges faced by the third sector due to the current Cost-of-Living crisis, and the work taking place to establish shared principles which have emerged over the years in the developing relationships between the third sector and statutory partners to navigate the current financial challenge presented by pressures on statutory funding and the Cost-of-Living crisis.

Recommendations

- a) For Scrutiny to note the findings of the report
- b) To seek support from Scrutiny for the steps outlined following the workshop on 31st October

Why is the proposal being put forward?

1 See appendix 1

What impact will this proposal have?

<p>Wards affected:</p> <p>Have ward members been consulted? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

1 See appendix 1

What consultation and engagement has taken place?

2 See appendix 1

What are the resource implications?

3 See appendix 1

What are the legal implications?

4 Not applicable

What are the key risks and how are they being managed?

5 See appendix 1

Does this proposal support the council's three Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

6

Options, timescales and measuring success

a) What other options were considered?

7 Not applicable

b) How will success be measured?

8 See appendix 1

c) What is the timetable for implementation?

9 Not applicable

Appendices

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Background papers

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12 Appendix 3: Response to the cost of living Crisis: Third Sector Leeds September 2022

13 Appendix 4: Third Sector Leeds position statement: cost of living and third sector resilience

Appendix 1: Ensuring Resilience of the Third Sector

Leeds Third Sector Ambition Statement and Compact for Leeds

The Leeds Third Sector Ambition Statement acknowledges that Leeds needs a thriving third sector able to rise to current challenges and opportunities and work alongside all partners to deliver the Best City ambitions (appendix 2). To enable this to happen Leeds needs a culture that is creative and brave enough to embrace further new ways of doing business with the third sector. In order to achieve this new culture, a Third Sector Ambition Statement has been created to enable partners to understand what is meant by a 'thriving third sector'. The success of Leeds and the wellbeing of all of its citizens is dependent on having thriving private, public and third sectors, each independently successful but working effectively in partnership. The City's ambition is to have a sustainable, diverse third sector economy, with organisations from the smallest self-help group through to larger, local and national service providers. The ambition is to use the Leeds pound to invest in a local infrastructure that has a legacy beyond the life of any single funding programme.

The Leeds Third Sector Ambition Statement provides:

- a general description of the type of third sector that Leeds needs and wants to invest in and nurture
- sets out ambitions in order to influence practice, and
- encouragement and clear expectations about doing business in new ways with the third sector.

The COMPACT for Leeds (2017) is an agreement to strengthen relationships between the public and third sector in order to deliver the best possible outcomes for the people of Leeds. Our shared principles include building resilient communities and a dynamic third sector, where partners work together, recognising we need to build third sector capacity in order to support resilient communities and deliver services effectively. We recognise that we are interdependent and work together for mutual benefit with a commitment to working within available resources that are linked to current priorities. The Compact articulates our shared commitment to maintaining and developing a thriving third sector, where partners work together to more effectively meet the needs and aspirations of the people of the city.

The Third Sector and the response to Covid-19 pandemic

Third sector organisations across Leeds are recognised for their enormous contributions to the city during the COVID-19 pandemic, providing vital support to communities during exceptional circumstances. The collaborative approaches taken forward by the public and third sector enabled a city response to local community need at a time of great crisis. The response specifically in terms of volunteering and the development of the Community Care Hubs was reported to Scrutiny on two separate occasions (July 2020 and November 2020). The Community Care Hubs were officially stood down from the Covid response on 31 March 2022 – over two years since they were established in response to the first lockdown. The learning from this period was captured in a joint report by the council and Voluntary Action Leeds published in September 2022. This report can be found [here](#).

The resilience of the third sector

Whilst the third sector was playing a critical role in the city to support community-level responses to the pandemic, it was recognised that the crisis had potentially serious implications for the sustainability and resilience of the sector itself. The Resilience of the Third Sector Bronze group was therefore established to understand the potential impact of COVID -19 on third sector organisations and communities; and develop actions aimed to minimising the impact of COVID-19 on the sector. This work was informed by an *obsession* to maintain the scope, diversity, capacity and sustainability of the third sector in Leeds, and specifically to:

- Understand the potential impact of COVID-19 on third sector organisations and communities
- Develop actions aimed at minimising the impact of COVID-19 on the third sector
- Ensure that learning from COVID-19 is understood, shared and used to inform future actions and activity across the third sector and the wider system.

Five workstreams facilitated by third sector partners and involving officers from across statutory services were set up to support this work, as outlined below:

- Resources - Secure commitment from all concerned with the resilience of the third sector to maintain the resources, especially funding, which are available to the sector.
- Communities - Develop solutions, provision and support in neighbourhoods and communities.
- Volunteering - Maximising the contribution of volunteers across the Leeds system.
- Environment - Maintain and continue to build on the Environmental improvement in air quality, and reduction in all forms of transport.
- Generous Leadership – Development of a Generous Leadership model and enhanced network of community infrastructure.

The Third Sector Resilience in West Yorkshire and Leeds survey, sought to capture the impact of Covid-19 on the third sector to provide feedback on the sector's viability in the light of changing income and expenditure; pressures on communities and changes in volunteering; and the third sector's ability to adapt to changing circumstances and positive experiences. The series of surveys were co-ordinated by Voluntary Action Leeds working in partnership with a number of universities involved in the MoVE (Mobilising Volunteers Effectively) project. The surveys received financial support from Harnessing Power of Change, administered by Forum Central. Three surveys were undertaken during the pandemic in order to provide an update picture, with results published in June 2020, December 2020 and September 2021.

The key findings of the final survey highlighted:

- The resilience and adaptability of the third sector, shown in the way services adapted, innovated and supported communities through very challenging times.
- Some of the challenges the sector continued to face included loss of income, reduction of financial reserves, loss of volunteers and increased demand for services.
- When compared to the results of the first two surveys, there was more confidence about financial resilience, continued flexibility from funders and newly developed partnerships.
- However, concerns included digital exclusion for many people that organisations support, staff and volunteers feeling stretched, particularly due to ongoing and increasing demand for services.

The Resilience of the Third Sector Bronze group and workstreams were stood down in late 2021 and early 2022 with the agreement that the work would continue through ongoing / 'business as usual' arrangements. such as the Third Sector Commissioning, Collaboration and Partnership Group, the Community Anchor Model and volunteer and environment infrastructure arrangements.

There have been some notable ongoing developments as a legacy of this work, as detailed below, along with other areas which have not yet been able to develop significant traction with their work, however the learning from the resilience workstreams remains 'live'.

- Resources – This workstream identified three key areas where concerted partner action over an extended period could help to ensure that the Third Sector remains resilient in the medium to long-term. The Workstream scoped the opportunities, identified key stakeholders to take the work forward and proposed that oversight of the work be continued by the Third Sector Commissioning Collaboration and Partnership Group. These areas were: social value / corporate social responsibility, exploring commissioning markets and

alliances, and maximising regional and national investment into the sector. All three areas continue to be progressed but there is a sense that greater concerted efforts and commitment to these identified areas of work would produce a more significant 'step change' not only for the sector, but crucially for the city and our communities.

- **Communities** - The Leeds Community Anchor Network (LCAN) was formed by several organisations who had acted as Community Care Hubs during the pandemic and wished to continue the positive legacy of this work in terms of community-led approaches, local partnerships and generous leadership. Ongoing support to the development of the Network has been provided by Voluntary Action Leeds (VAL), and the number of Anchors now stands at 23, covering 29 out of the city's 33 wards. It should be noted that this Network – alongside others including the Leeds Food Aid Network – have continued to provide emergency response support to communities as covid restrictions were lifted / Community Care Hubs stood down, and the cost-of-living crisis began to impact.
- **Volunteering** – significant progress has been made in improving the city's volunteering infrastructure through investment in the Be Collective online platform (through funding from the Harnessing the Power of Communities). The Leeds Volunteer Manager's Network led by VAL, are about to begin work to lead the development of a citywide strategy for volunteering, building on the positive joint working that happened during the pandemic and capitalising on the renewed focus on the role and value of volunteers set out in the national [Vision for Volunteering](#).

The joint coordinated effort to pull the city together during the pandemic is a real testament to the partnerships in Leeds. Throughout the Covid-19 response new partnerships were developed and existing ones strengthened, with a real acceleration in collaboration, co-design and co-delivery of services. As we move forward, with new challenges to address, it is imperative we continue to work collaboratively, explore new ways of working, and make best use of resources to meet the needs of our diverse communities.

The Cost of Living Crisis

In September 2022, Third Sector Leeds (TSL) developed a Response to the Cost of Living Crisis position paper to provide an understanding of the significant pressures faced by the third sector, with a focus on mitigating the pressing Cost of Living challenges, calling for all partners to mobilise a similar collective rapid response to the Covid-19 pandemic (appendix 3). This position paper was a result of the work and discussions across networks in the city, including work from Forum Central examining workforce pressures across the health and care third sector which was published in June 2022 and the ongoing work of the Leeds Community Anchor Network, Leeds Food Aid Network and other key organisations to respond to the cost-of-living crisis across the city and within communities.

TSL – as the city's third sector strategic 'network of networks' - reaffirmed their continued commitment to working with statutory partners to shape a response and support towards communities, including the collection of intelligence on the impact of the current challenges on communities. However, from an organisational sustainability perspective existing workforce, recruitment and capacity pressures have been exacerbated by rising costs and increased demand for services, mean instability and workforce exhaustion is significant, impacting on the overall resilience of the sector. The position paper set out a number of key challenges for the sector (detailed below) whilst at the same time calling on statutory partners to further build on the culture of trust-based investment that emerged throughout the pandemic, to enable the sector to fully play its part in supporting the city's response to the challenges.

- **Funding** for the third sector is increasingly short-term, non-recurrent and insecure. This instability hampers the third sector in forward planning, service development and providing

the 'wraparound' holistic services in which it excels. Organisations are reporting increases in demand alongside rising energy, fuel and competitive salary costs, which are difficult to absorb as contract and funding amounts stay the same.

- **Recruitment and workforce** present a three-fold challenge: the current workforce is depleted and exhausted from supporting communities throughout the pandemic and into our current crisis. Organisations have been running with vacancies for long periods of time, and constant recruitment and restructuring require a huge amount of effort and resilience. Whilst this is not unique to the third sector, contracts and funding structures do not allow the sector to offer salaries that are competitive with other sectors, which adds to difficulty recruiting.
- **Additional mental health impact on both staff and people seeking support** whereby organisations are reporting more people presenting with unmet mental health needs, even to organisations that do not typically provide emotional support. Supporting increasing numbers of people in desperate situations is impacting on the mental health of staff and volunteers. The numbers of people on short-term contracts with low pay, who themselves are struggling is significant in the sector.
- **Demand** whereby organisations are reporting rising demand, often from people with a combination of complex health and social needs intersecting with situations arising from the cost of living crisis. These require more complex and longer-term support, which inevitably has greater resource implications.

TSL are acutely aware of the financial challenges that statutory partners face and will continue to face as the cost of living crisis deepens, recognising there are no easy solutions. However, TSL highlight without building further on the culture of trust-based investment that emerged throughout Covid-19, the third sector may be limited its ability to play a full partnership role in meeting the coming challenges. Thus, there is even greater need to ensure that we have a coordinated approach to support, and that this is targeted to those most in need. We need to continue to work together to use all resources as flexibly as possible, as we did during the pandemic, enabling the third sector to direct partner investment where it is needed over the longest possible period. TSL call for radical and creative thinking from statutory services to respond to the additional need and third sector funding pressures which requires system support. TSL seek to build on the culture of trust-based investment that emerged throughout Covid-19 to mitigate the worst impacts of the crisis on communities by working together to take radical, locally led, collective action.

As a partnership response to the position paper, the council and TSL held a workshop on 31st October at the Reginald Centre chaired by Chris Hollins, Third Sector Leeds, with attendance from Voluntary Action Leeds; Forum Central; Adults and Health; Childrens and Families and Public Health; NHS CCG; Chief Officer and colleagues from Safer Stronger Communities Team and Chief Officer for Welfare and Business Support. In setting the context, acknowledgements were made toward our forementioned shared principles documented in the existing Compact and the changes in the Leeds landscape outlined in the Third Sector Resilience Survey.

The workshop focused on establishing shared principles which have emerged over the years in the developing relationships between the third sector and statutory partners to navigate the current financial challenge presented by austerity and the cost of living crisis. The following broad principles were drafted by TSL with further detail summarised in appendix 4:

- Working in a way that ultimately benefits people and communities living in Leeds
- Investment in resilience
- The importance of working together in partnership
- A commitment to 'one workforce'
- The third sector being an equal partner as part of both the WY Health and Care Partnership, 'Team Leeds' approach and WYCA
- The importance of delivering preventative measures where possible

A considered discussion took place around the shared principles which provide a framework to move away from binary 10% financial cuts, toward a collaborative approach to achieve more effective ways of joint working.

The principles are underpinned by the recognition that there are insufficient funds to resource everything, whilst facilitating scope for flexibility, creativity and partnership approaches which provide closer consideration of the longer-term impact on communities. This builds on the approach taken during Covid-19 enabling a continuation of collective thinking to navigate the current crisis which protects and values the work of the Third Sector.

There was strong recognition for the need of a continuation of strong partnership working, difficult conversations and bold creative thinking, moving away from statutory and non-statutory approaches and much more toward a collective way of thinking and working.

Commissioning officers from Adults and Health, Childrens and Families, and Public Health considered the diversity of contracts including intervention and prevention, the volume of small contracts, and nonrecurrent funding which often sits between the margins and the challenge of gaining a full insight into the latter. Commissioning officers considered these principles being helpful in facilitating conversations with contractors and funded organisations highlighting the *absolute urgency* to engage with the Council's Corporate Leadership Team and Chief Officers to agree the direction and approach.

Future financial pressures are likely to be enduring, at least in the medium term, and with this in mind participants in the workshop agreed on the principles set out above (with a recognition that implementing these principles could look different across different organisations/directorates) as well as some key actions which need to be taken forward as part of securing the longer-term resilience of the sector within the city. These actions will be taken forward via the Third Sector Partnership arrangements in the city including Third Sector Partnership chaired by Cllr Harland:

- Short-term: quantify the impact of the cost-of-living crisis on the third sector to develop a clear picture of spend (including recurrent / non-recurrent and the reasons for this, the value of funding between statutory / non statutory and where funding to the sector comes from). Alongside this, it's also felt crucially important to understand the broader value of the sector in order to understand the impact of potential cuts to the sector from a system perspective – particularly in terms of the broader / longer-term impact of cuts to preventative services. As part of this, understanding the likely overall funding deficit for the sector as a whole is felt to be important - just as statutory services are able to quantify their overall financial deficit. Being able to quantify this would go a long way in supporting high level conversations about where to find financial savings – these conversations are happening imminently, so this is an urgent priority.
- Medium-term: where reductions need to be made next year, seek to collaboratively restructure in partnership with the third sector rather than 'salami-slice' cuts. Where reductions need to be made to reflect local authority or health financial pressures there was broad agreement to use these shared principles and proposed actions to do this, including moving away from statutory vs non-statutory thinking, reviewing services and making decisions in partnership with the third sector, moving from individual contract management discussions to an approach centred around transparency and system-wide thinking.
- Short to medium term: There is a clear recognition that there is a need to plan for the longer-term resilience of the sector through developing a city-owned Third Sector Strategy, which sets out a path for more detailed / longer-term work around key areas such as social value and inward investment. This would include strategic thinking about how we use grants ambitiously now, and in the future, (including new investment such as the UK Shared Prosperity Fund), agreeing a shared vision and priorities so we're ready to act when funding becomes available or proactively identify investment. This work would recognise there are ongoing opportunities for the third sector to leverage in investment from other areas,

lessening the pressure on statutory partners, but this needs to be better understood and quantified.

Within these actions, the third sector strategy seeks to incorporate the forementioned Third Sector Ambition statement and Compact for Leeds, which were in process of review, to bring together these separate documents into one unified approach.

Appendix 2: LEEDS THIRD SECTOR AMBITION STATEMENT TO SECURE A THRIVING THIRD SECTOR FOR LEEDS

City partners acknowledge that Leeds needs a thriving third sector able to rise to current challenges and opportunities and work alongside all partners to deliver the Best City ambitions. To enable this to happen Leeds needs a culture that is creative and brave enough to embrace further new ways of doing business with the third sector. In order to achieve this new culture, a Third Sector Ambition Statement has been created to enable partners to understand what is meant by a 'thriving third sector'. The Statement:

- provides a general description of the type of third sector that Leeds needs and wants to invest in and nurture
- sets out ambitions in order to influence practice, and
- provides encouragement and clear expectations about doing business in new ways with the third sector.

Leeds Third Sector Ambition Statement

The success of Leeds and the wellbeing of all of its citizens is dependent on having thriving private, public and third sectors, each independently successful but working effectively in partnership. The City's ambition is to have a sustainable, diverse third sector economy, with organisations from the smallest self-help group through to larger, local and national service providers. The ambition is to use the Leeds pound to invest in a local infrastructure that has a legacy beyond the life of any single funding programme.

Leeds needs a third sector that is:

- enterprising, responsive, sustainable, resilient, professional and civic minded
- diverse in its activities and the size, type and governance of its organisations
- inclusive, with extensive participation and broad reach into all neighbourhoods and communities
- confident in its strong and mutually beneficial relationships with the public and private sector
- driven by the needs and priorities of people and communities in Leeds
- able to champion and advocate for citizens, communities and causes
- led by local people
- able to evidence outcomes and be recognised for quality delivery and impact

Leeds also needs:

- a vibrant and active community and self-help sector operating at the grassroots level in local neighbourhoods and across communities of interest
- an effective third sector support and development infrastructure that can help to grow the third sector that Leeds requires
- the conditions that allow small, neighbourhood and community groups to emerge, develop and grow

A thriving and sustainable third sector will include:

- National and regional third sector organisations delivering in Leeds
- Leeds-based organisations able to compete for and win major contracts in Leeds and beyond
- Local voluntary organisations: evolving to meet local needs, sustainable and flexible enough to respond to changing circumstances, with the potential to grow
- Small Voluntary, Community and Self Help groups often volunteer-run with low running costs and high impact

Leeds commits to create the conditions for a Thriving Third Sector that can play its role in the City



Response to the Cost of Living Crisis: September 2022

Key Position

- To mitigate the pressing Cost of Living challenges facing communities, all partners need to mobilise a similar collective rapid response to the pandemic.
- Whilst the third sector is ready to play its part, existing workforce, recruitment and capacity pressures have been exacerbated by rising costs and increases in demand for services, and the pressure on the workforce (particularly front-line staff and volunteers) is significant.
- Statutory partners – working with third sector infrastructure partners - need to collate, coordinate, and communicate clear and consistent public information on the support that is available to communities
- Statutory partners – working with infrastructure partners – need to collate, coordinate and communication clear and consistent information for third sector organisations to aid effective signposting, and enable better coordination across organisations
- Radical and creative action that frees up time for responding to additional need is required. Whilst the sector is doing everything it can, funding pressures mean that organisations are limited in what more they can do without system support.

Context

Throughout the COVID-19 pandemic, the third sector played a critical role in mobilising our city's resources and working collaboratively across boundaries to support communities. The pandemic highlighted the unique insight the sector has into the strengths and needs of different communities, and how we bring the agility and flexibility that is needed to a system response.

At Third Sector Leeds (TSL) we believe that the third sector has a crucial role to play in reaching and supporting people and communities that may 'slip through the cracks' between statutory services. These include newly migrated communities and people seeking asylum, people with long term health conditions, and people living in our most deprived neighbourhoods or experiencing multiple forms of deprivation. These communities are already experiencing the most acute health and social inequalities and are most likely to feel the impact of the Cost of Living crisis the most.

Wherever possible, the third sector continues to mobilise its response to the emerging crisis. Many organisations (including the Leeds Community Anchor Network and Food Aid Network) have been working with the Local Authority to deliver the Household Support Grant to people who need it, and the sector is working with partners to make sure that people who can't afford to heat their homes have somewhere warm to go to this autumn/winter. Third sector organisations also continue to deliver their usual operations including support around food poverty; support and advice around money, debt and benefits; housing support; digital inclusion and access; emotional wellbeing and mental health support; clothes, furniture and equipment. As well as delivering critical services, representatives from TSL and other key strategic networks are committed to continuing to collect intelligence on the impact of the current challenges on communities and to working with our statutory partners to shape a response.

Context (continued)

We believe that we can only mitigate the worst impacts of the crisis on communities by working together to take radical, locally led, collective action – as we have shown that we can do during the COVID-19 pandemic. TSL is acutely aware of the financial challenges that statutory partners face, and will continue to face as the Cost of Living crisis deepens. However, the third sector is also impacted by the same challenges. Rising costs, rising demand, instability and workforce exhaustion may limit its ability to play a full partnership role in meeting the coming challenges without building further on the culture of trust-based investment that emerged throughout Covid-19.

Key Challenges

Funding

Funding for the third sector is increasingly short-term, non-recurrent and insecure. This instability hampers the third sector in forward planning, service development and providing the 'wraparound' holistic services in which it excels.

Organisations are reporting increases in demand alongside rising energy, fuel and competitive salary costs, which are difficult to absorb as contract and funding amounts stay the same. TSL understands that statutory partners face significant financial challenges and that there is a reducing amount of discretionary funding available for investment. We also understand that funding streams from central Government have become increasingly short-term and ring-fenced.

In short, we know there are no easy solutions, but when funding is scarcer, there is even greater need to ensure that we have a coordinated approach to support, and that this is targeted to those most in need. We need to continue to work together to use all resources as flexibly as possible, as we did during the pandemic, enabling the third sector to direct partner investment where it is needed over the longest possible period.

Key Challenges (continued)

Recruitment and workforce

The difficulty for organisations is threefold: the current workforce is depleted and exhausted from supporting communities throughout the pandemic and into our current crisis. Organisations have been running with vacancies for long periods of time, and constant recruitment and re-structuring require a huge amount of effort and resilience. Whilst this is not unique to the third sector, contracts and funding structures do not allow the sector to offer salaries that are competitive with other sectors, which adds to difficulty recruiting.

In a recent Forum Central snapshot survey of organisations providing health and care services, 14 respondents (47%) expected to lose staff and 16 (53%) expected to have to reduce services without additional support.

A significant additional mental health impact on both staff and people seeking support

Organisations are reporting more people presenting with unmet mental health needs, even to organisations that do not typically provide emotional support. Supporting increasing numbers of people in desperate situations is impacting on the mental health of staff and volunteers. The numbers of people on short-term contracts with low pay, who themselves are struggling is significant in the sector.

Demand

Organisations are reporting rising demand, often from people with a combination of complex health and social needs intersecting with situations arising from the Cost of Living crisis. These require more complex and longer-term support, which inevitably has greater resource implications.

National Response

TSL fully supports the campaigning work of [NCVO](#) and other national third sector infrastructure bodies. Our representative bodies continue to shine a light on the need for concerted Government action.

If additional investment is received from Government, we need a collective approach, to ensure that any funding the city receives from central government is directed to those who need it most with speed and clarity, and with a shared understanding that the third sector will be crucial to achieving this.

Additionally, we support the work of [Leeds Community Foundation](#) in focusing support towards sustaining the sector.

Local Response

Thousands of people rely on our sector's services every day, and these are the people who are most at risk from the effects of the Cost of Living crisis. To ensure support measures have impact and reach those they need to, the third sector needs to be involved from the outset in co-producing planned support that makes best use of our collective assets. This is particularly important when statutory partners want to target limited resources to reach those most in need. This support needs to be:

Longer term

- Short-term funding results in a focus on outputs rather than outcomes, encourages people to engage with third sector organisations in a less meaningful way, and creates fluctuations in staffing and workflows.
- Although there is an understanding that central government funding is devolved to our public sector partners with a specific time-frame to spend it, we should continue to work together to explore ways to flex funding streams, so that they are sustained a responsive to local need.

Local Response (continued)

Co-produced

- There is a good understanding throughout the sector of who is most impacted by the Cost of Living crisis, particularly those with long-term health conditions, those from ethnic minority backgrounds (particularly those seeking asylum or from newly migrated communities) and those living in our most deprived neighbourhoods. These communities are also those who can find statutory services least accessible. The sector successfully helped to target support to these communities throughout the pandemic and will be key in co-producing support again now.
- Some third sector organisations report that speed of roll out of programmes is limiting their ability to shape them around local need, and that in some cases they feel drawn into a level of ‘gatekeeping’ for services which conflicts with their values. The way that funding for support for communities is allocated needs to be designed with third sector organisations, taking a ‘bottom-up’ approach, to ensure that we build on what is already working for communities and that support gets directly to those who need it most. This approach worked well during the pandemic and we want to build on this. Third sector infrastructure organisations remain committed to continuing to play a coordinating role to aid programme design; enabling dialogue between statutory partners, local delivery organisations and communities.

Co-ordinated

For the third sector to achieve maximum impact they need consistent and clear access to information about:

- Where investment is being made across the sector, on what terms and to benefit which groups.
- The range of services (particularly emergency response services) that are available to support communities.

Additionally:

- The third sector is committed to sharing intelligence on request, the local authority and health services need to work with third sector infrastructure support bodies to ensure that there is one ‘system’ ask for intelligence and that this translates into clear, consistent and accessible information about what support is available for communities.
- Infrastructure support, the local authority and health services also need to coordinate clear and consistent information for third sector organisations so that they can effectively signpost.

Appendix 4: TSL position statement: cost of living and third sector resilience

Third Sector Leeds (TSL) published a position statement setting out the challenges that the third sector and communities face relating to the cost of living crisis, and how TSL would like to work with statutory partners to address these.

Representatives from TSL Leadership Group held a workshop on 31 October with senior officers across Leeds City Council and health authorities to explore how we could work more closely together to better support people with the cost of living crisis.

This paper sets out our agreement on shared principles, how these principles might translate into actions across different directorates or areas of the system, and what we need to do in the short, medium and long term to ensure the third sector remains resilient and able to support communities to thrive.

Shared principles

These shared principles have emerged over the years in the developing relationship between the third sector and statutory partners:

- Working in a way that ultimately benefits people and communities living in Leeds
- The importance of delivering preventative measures where possible
- Investment in resilience
- The importance of working together in partnership
- A commitment to 'one workforce'
- The third sector being an equal partner as part of both the WY Health and Care Partnership, 'Team Leeds' approach and WYCA

Within these broad strategic principles there is much detail, which we would summarise as follows:

1. Delivering preventative measures

We have a strong history in Leeds in investing in the third sector's expertise in preventative work, tackling the causes and the wider determinants of inequality. Although many of these measures are not statutory, there is a shared understanding that:

- Prevention is cost-effective;
- Prevention will save Leeds money in the long-term; and
- The benefits of prevention reach far beyond the immediate impact.

However, due to resource pressures, work that is more preventative and less immediate can be seen as lower priority and therefore can attract less support and investment.

Current challenges:

- Third sector organisations are supporting people with increasingly complex needs, who may require more time and support from increasingly stretched services
- Short term funding tends to lead to shorter term impacts – longer-term investment is needed to sustain real change
- Changes to funding e.g. ESF mean that successful projects are having to wind down and then wind back up again when new funding is made available, which costs time, staff and momentum

Actions:

- Agree to continue prioritising preventative work, and commissioning based on overall value rather than solely whether or not a service is considered statutory
- Where funding changes, seek to offer appropriate funding from alternative sources in the short term, or collaboratively renegotiate contracts to ensure these are sustainable.

2. Investment in Resilience

The Cost of Living crisis has impacted upon the ability of organisations in the sector to be sure that they will still be here in order to participate in any partnership. We believe investment in resilience means:

- Building capacity through strengthening the infrastructure of the sector, and its connections to the wider city
- Recognising and maintaining the diversity of the third sector and the communities they work with
- Ensuring the sector continues to be able to respond to new challenges

Challenges to this include:

- Energy costs have doubled but may still be below the threshold for any support from central government
- Salaries linked either contractually or through custom and practice to NJC scales, where an anticipated 8% increase with targeted support for those on lower scales will have greater impact on a sector which traditionally has not been able to pay salaries at the equivalent rate of statutory authorities. Some funders (notably the Lottery) may meet increased costs, but many will not.
- Support around Cost of Living crisis will be short-term funding, and will include new work for third sector organisations to do, which creates instability.

Actions:

- Agree that existing contracts, including those which are delivering statutory services, are uplifted in line with inflation, before new initiatives are developed for resilience.
- Collaboratively re-align, review and if necessary, decrease outputs in existing contracts to allow those delivering to maximise their resilience where this can be done.

- There will be (and are) short term initiatives using central government, local authority or WYCA funding. Early discussion with third sector infrastructure will support the best possible alignment of resources.
- Although finance is in short supply across all sectors there are some new areas of development, and in order to ensure the resilience of the sector, these need to strongly recognise that the first aim has to be to ensure the sector continues to be in a position to be able to respond when required, and that the necessary structure of the sector is in place. This should include the UK Shared Prosperity Fund which has objectives to support and engage with communities, and a specific aim to contribute to the cost of living crisis.
- Explore the development of third sector provider collaboratives and consortia; particularly building on changes in the health system.
- Work with the third sector, and in particular Leeds Community Foundation to maximise grants and philanthropy throughout the City.
- In the longer term, develop a third sector investment strategy for Leeds.

3. Partnership working and the “Team Leeds” approach

It is recognised that we are all facing the same cost of living crisis, however the ability of different sectors to weather that storm varies. Whilst statutory agencies are dependent upon central government support and a decade of austerity, the third sector is also dependent upon other factors which affect its ability to scale-up statutory sources of funding. Far from the sector being able to find alternatives when finances are stretched, the impact of cuts can be far greater.

We believe partnership working is a high priority throughout all sectors. We believe partnership working means:

- Partners engaging with the third sector as an equal partner from the outset when planning investment
- Building trust and transparency
- A whole system working together

Actions:

- The Third Sector Partnership Group which is supported by key departments within the local authority, including both Adult and Children’s commissioning, is agreed as the over-arching place at which partnership is developed. This should include new areas of development such as the Shared Prosperity Fund, so that we build upon existing arrangements, and support existing structure rather than develop new areas of activity.
- In addition to the Third Sector Partnership Group, we would benefit from a shared strategic approach to working with the third sector across Leeds, including prioritising sector resilience.

4. Commitment to “one workforce”

We believe this means:

- People working in the third sector have parity of esteem with those working in equivalent roles within the statutory sector

- People working in the third sector receive fair remuneration, training opportunities, and other benefits as those working in the statutory sector
- Staff are operating across a whole system, rather than within a single sector

Current challenges:

- It is currently challenging to recruit to third sector positions – when TSOs can, they feel they invest in workers only for them to leave for higher paid work within statutory authorities
- Staff are themselves facing poverty, and the cost of living rises are an absolute necessity, especially for those on lower salaries
- There is evidence that volunteers are both absorbing the additional costs of e.g. travel themselves rather than pass it on, whilst others are dropping out of volunteering as they can no longer afford to do so, and measures may be required to retain volunteers as a key resource.
- Where organisations have to make the decision to leave NJC pay commitments or practice, this can be a long and difficult process

There are short term and long-term implications for achieving this objective. In the short term those actions identified within “Resilience” above will be necessary, especially those regarding existing contracts.

In the longer term there is a need to support existing knowledge with ongoing information and data, including:

- A commitment to ongoing analysis of the impact of the sector through regular “State of the Sector” updates
- A deeper understanding of the comparability between salary scales in the third sector and the statutory sectors. There is anecdotal understanding that third sector salaries are one to two salary scales below those in statutory authorities ([some recent research](#) suggests third sector pay is 7% lower than that in the rest of the economy) and significant differences in other benefits such as pensions and sick leave entitlement.
- Recognition of the impact implementing of living wage and national living wage and achieving the “Fair Work charter” principles of WYCA.
- Agree to utilise other data such as Skills for Care as proxy indicators of the third sector workforce.
- Planning is required to strengthen the HR/recruitment/retention facilities of the third sector, and to maximise its links within the wider Leeds workforce
- Ensure we are taking a positive approach to protecting and valuing the whole workforce across the system including the third sector.

All of the above actions contribute to the overarching principle of working in a way that ultimately benefits people and communities living in Leeds. These also reflect the outcomes outlined within the Leeds Best City Ambition.

Outcome of workshop

Officers in the workshop agreed on the principles set out above, and although implementing these principles could look different across different organisations/directorates, there are some key actions we can all implement. These include:

Short-term: quantify the impact of the cost of living crisis on the third sector

We need a clear picture of:

- Recurrent and non-recurrent spend – and where funding is non-recurrent, why this is e.g. is it a test and learn project, reallocated underspend etc.
- How is funding allocated across direct provision, infrastructure/representation and engagement
- Value of funding for services that are considered statutory/non-statutory (and how we define this)
- Where funding to the third sector comes from

Alongside understand the 'spend' through the third sector, it is also crucial to quantify the *value* of the sector in order to understand the impact of potential cuts across the whole system.

- Statutory partners have a detailed understanding of funding deficits – how can we quantify the deficit for the third sector? For example:
 - In 2020/21 the total income of health and care third sector organisations was £281,249,059 ([State of the Sector report](#)). Organisations contributing to the wider determinants of health make up around 77% of the third sector, so the total wage bill would be approximately £365,258,518
 - Staff costs account for 68% of sector income ([The structure, dynamics and impact of the voluntary, community and social enterprise sector report](#)) therefore the third sector wage bill in 2020/21 was approx. £248,375,792
 - If NJC pay scales equate to approx. an 8% pay rise in third sector organisations, this could equate to a deficit of £19,870,063
 - The above report also found that “the total added value which the VCSE sector produces is the equivalent of between 3.1 and 3.9 times the energy put in.” Therefore, the impact of a £19.9m deficit could equate to a value of at least **£61.6m** for the wider system in Leeds.
- We also need to understand the hidden cost of cuts to the third sector, for example cutting preventative services will result in future costs to the system / statutory sector and will impact the health and resilience of the third sector in the future
- Being able to quantify this would go a long way in supporting high level conversations about where to find financial savings – these conversations are happening imminently, so this is an urgent priority.

Medium-term: where reductions need to be made next year, seek to collaboratively restructure in partnership with the third sector rather than 'salami-slice' cuts

Where reductions need to be made to reflect local authority or health financial pressures (in 2022/23) there was broad agreement to use these shared principles and proposed actions to do this, including:

- Move away from statutory/non statutory thinking or 'sectorism' which fails to account for the broader system impact of individual cuts
- Decision making with the third sector, looking at the total amount of investment and what communities need / aspire for us to deliver and collectively looking at who is best placed to do this
- Move away from a closed-door individual contract management approach – to focus on transparency and a system-wide approach.

Developing a city-owned Third Sector Strategy which sets out a joint plan for investment in the long-term resilience of the sector

There is a need to plan for the longer-term resilience of the sector through developing a city-owned Third Sector Strategy in the short / medium term, which sets out a path for more detailed / longer-term work around key areas such as social value and inward investment. This would include:

- Strategic thinking about how we use grants ambitiously now and in future e.g. UKSPF.
- Shared principles to inform decision-making – based on the principles shared today
- Agree our shared vision/priorities so that we're ready to act when appropriate funding becomes available or proactively identify investment
- There are ongoing opportunities for the third sector to leverage in investment from other areas, lessening the pressure on statutory partners, this needs to be better understood and quantified
- Where significant funding comes into the city, there should be a partnership approach and oversight of how this allocated e.g. through Third Sector Partnership Group.



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Tackling Inequality and Disadvantage in Communities: Locality Working

Date: 1st December 2022

Report of: Director of Environment, Housing and Communities

Report to: Environment, Housing and Communities Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

The purpose of this report is to provide an update and receive feedback from the Environment, Housing and Communities Scrutiny Board, on the work that has taken place so far on expanding the city's Locality Working model and the next stage of its implementation. This includes:

- Continuing to have a whole city focus through our locality working model and particularly the functioning and support of Community Committees.
- Progress on expanding the current geographical remit for priority neighbourhoods to the 12 most disadvantaged neighbourhoods in Leeds (1%) and develop a more focused approach across the 6 most disadvantaged wards where these neighbourhoods reside.
- Continuing to build on the work of the Neighbourhood Improvement Board as part of the city-wide strategic approach to tackle inequality and poverty linked to the new Best City Ambition.
- Establishment of a new Locality Working Delivery Group.
- Ensuring Locality Working can be supported by other Scrutiny Boards and that their role and influence can add value to the work of the Neighbourhood Improvement Board.
- Continuing to build strong relationships with our partners locally through localised partnership infrastructure.
- Development of Local Area Plans (LAPs), which identify shared priorities as a focus for partners' collective endeavour.

Operating alongside the city's Community Committee structure, the city's approach to Locality Working provides a vehicle through which the Council and many of its partners, deliver our ambition to help tackle inequality and poverty across our most disadvantaged communities.

Recommendations

- a) The Board is asked to note the content of the report.
- b) To provide feedback on the progress with delivering the new locality ways of working.
- c) To provide feedback on the development of the new Local Area Plans.

Why is the proposal being put forward?

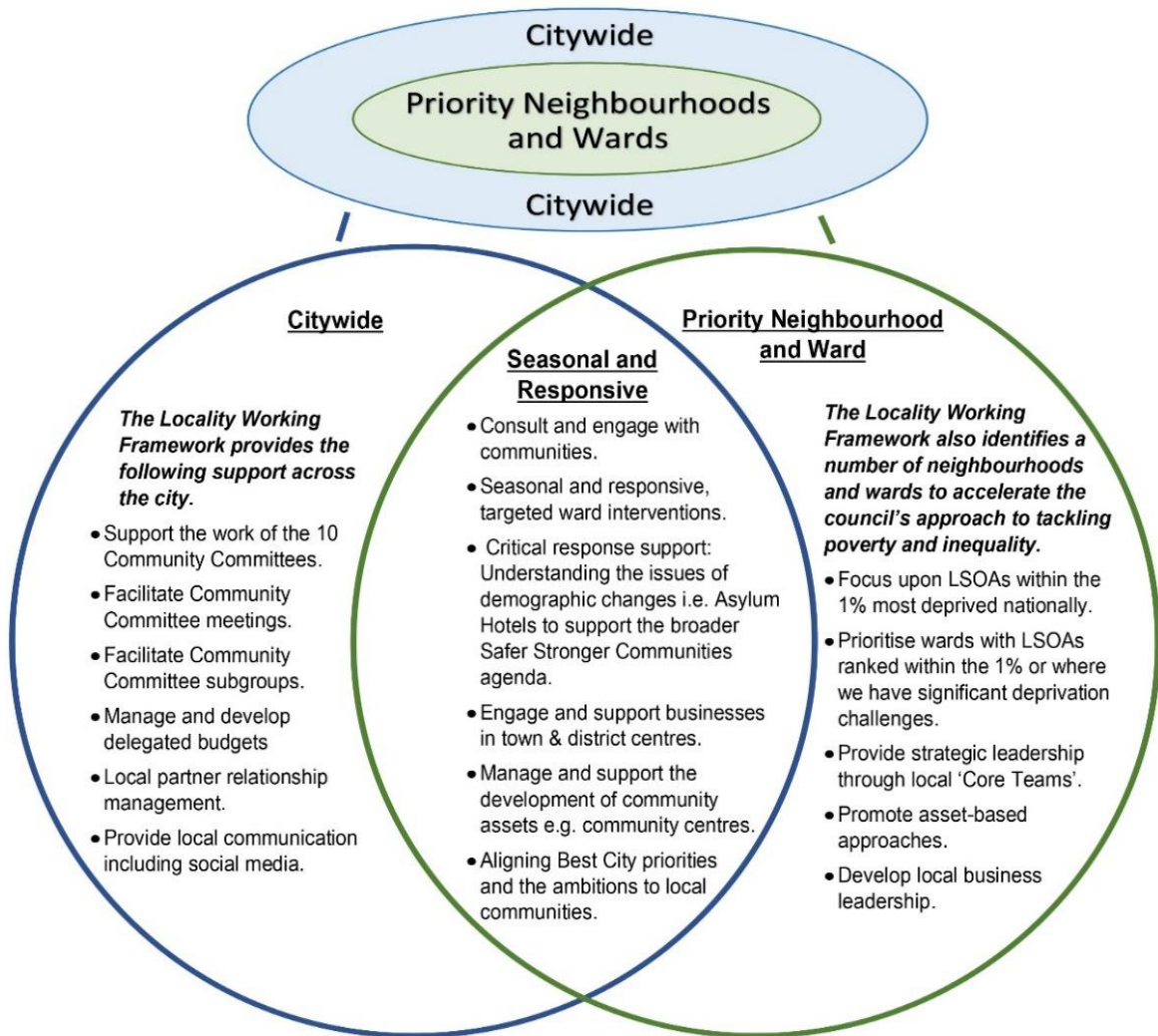
1. This report seeks to update the Environment, Housing and Communities Scrutiny Board on the progress around implementing the new Locality Working model and the preliminary work being undertaken to understand and refocus work within the six Priority Wards.
2. The revised Locality Working model was approved by Executive Board – 16th March 2022 and agreed to:
 - Support the continued development of the Locality Working approach and endorse the evolving whole city approach to Locality Working around the more targeted, seasonal and responsive approach.
 - Support the upscale of the Locality Working approach to increase the priority neighbourhood footprint in our most disadvantaged communities to cover all the 12 (1%) most disadvantaged neighbourhoods, whilst retaining a focus at the ward level in the city's 6 priority wards to enable greater impact and outcomes, through a collective focus to tackle inequality and poverty and build more thriving and resilient communities.
 - Support work with Elected Members and Community Committees to explore how the role and responsibilities of Community Committees could be even further enhanced through the new Locality Working approach.
3. This has led to an expansion of focus from the existing Priority Neighbourhoods to include the additional 7 x 1% most deprived LSOAs and a review of sustainable activity within Lincoln Green, with its movement out of the 1%.
4. Analysis of these neighbourhoods is now underway to understand both what the local data is telling us and what are the prevailing issues for these areas. Further detail is contained in **Appendix 1** of this report.
5. Work is also underway to review the current practices of the Community Committees, in order to build on learning and existing good practice to develop a Prioritisation Framework to support the allocation of Wellbeing and Youth Activity Funding, and develop the role of Community Committee Champions and the Community Committee Sub-groups. Engagement activity has also been central to the work of the Community Committees, with the first round of Youth Summits currently being held, since the pandemic. Further detail on all of these elements of activity is contained in **Appendix 2** of this report.
6. The Communities, Housing and Environment Scrutiny Board has been instrumental in helping to shape and influence the city's Locality Working model and the programme of work that has been delivered. As the approach seeks to move towards the next phase of its delivery, the ongoing involvement and feedback of the Board is considered pivotal.
7. It will also be important to fulfil the ambition, as set out in last year's Scrutiny Board report, to engage with the council's other Scrutiny Boards, to ensure they have input into those areas of Locality Working that are relevant to their portfolios. In doing so, this will enhance locality working by improving the clarity and coherence for the council, its partners and the community through more integrated place-based service provision as referenced to in the council recent LGA Peer Review, which highlight the Locality Working approach as a model of good practice

but sighted the need for more work to take place to accelerate progress to help deliver better outcomes for local people.

What impact will this proposal have?

Wards Affected:		
Have ward members been consulted?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

8. The Locality Working model aims to respond to the National Indices of Multiple Deprivation (IMD) data, a set of descriptive statistics that are published by the Office for National Statistics every 3-4 years. In 2015 the IMD identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally.
9. The Locality Working model initiated in 2017, sought to establish what the possibilities could be if as a Council and partners, we worked differently in specific areas of the city.
10. In 2019 the IMD data was refreshed, the main findings for Leeds were:
 - 24% of Leeds LSOAs now fall within the most disadvantaged 10% nationally (compared to 22% in 2015).
 - Ranked 33 out of 317 local authorities on the proportion of LSOAs in the most disadvantaged 10% nationally (ranked 31 out of 324 local authorities in 2015).
 - 186,000 people in Leeds live in areas that are ranked in the most disadvantaged 10% (compared to 164,000 people in 2015).
 - The most disadvantaged areas are concentrated in the communities of Inner East and Inner South.
 - 12 LSOAs in Leeds have been ranked in the most disadvantaged 1% nationally down from 16 in 2015.
11. The new model continues to build on the good work that has taken place previously, by working more intensively in targeted areas of the city to reduce poverty and inequality through the delivery of a range of innovative and new ways of working. The model has increased the footprint for working in priority neighbourhoods to cover all 12 (1%) most disadvantaged neighbourhoods, whilst also retaining a focus at the ward level on the city's 6 Priority Wards. These 6 Priority Wards are the six wards with at least one neighbourhood ranking in the 1% most deprived neighbourhoods nationally, whilst also ranking highly in deprivation in the 2019 IMD data.
12. In addition, a new Communities Team structure is now in place, providing a more integrated and flexible approach to Locality Working around the citywide, targeted, and seasonal and responsive work strands.
13. A universal approach continues to be delivered using the city-wide Community Committee infrastructure, to ensure that all parts of the city continue to benefit from the learning, experience and improvements delivered through the new model of working. The diagram below outlines the three strands of the Locality Working Framework.

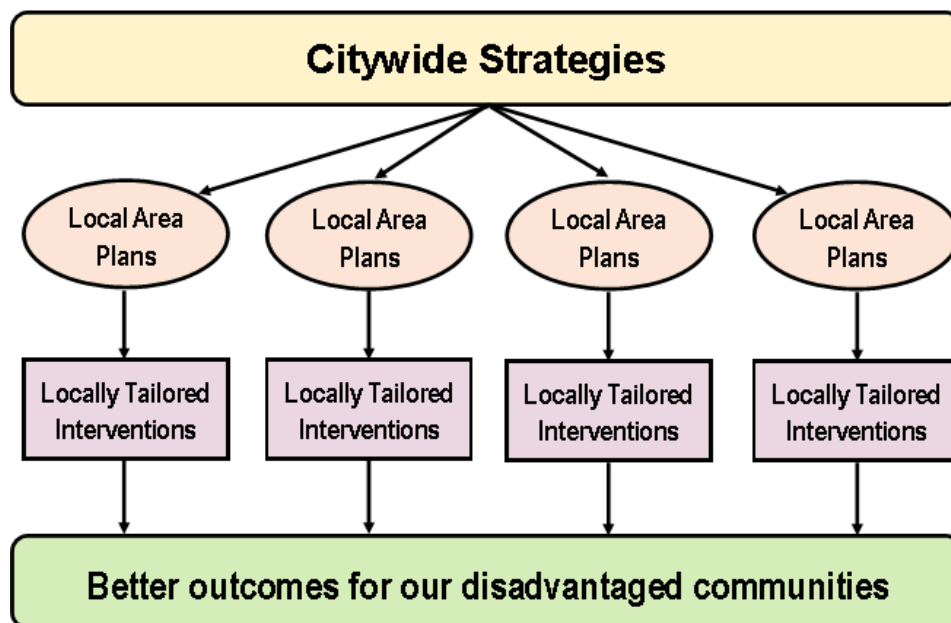


Locality Working Delivery Group

14. A new city-wide Locality Working Delivery Group (LWDG) has been established, sitting between the Priority Ward Core Teams and Neighbourhood Improvement Bard (NIB).
15. The LWDG has representation at Head of Service / Chief Officer level and will work through the operational and strategic issues that impact upon our most disadvantaged neighbourhoods. It creates an informal, safe space for honest discussion between senior officers and partners. Issues which cannot be resolved, will be escalated to the NIB.
16. The new LWDG will oversee the work of the Core Teams and will be accountable to the NIB and will provide an operational platform to oversee Local Area Plans. It will hold responsibility for the performance management framework for locality working and the Locality Programme Managers for each of the Priority Wards will also report into this group.
17. A key driver for the LWDG will be effective resource management and the delivery of better value services.
18. The group will also be responsible for leading on pathfinder projects in priority wards and for sharing learning and direct how good practice can be used elsewhere in the city.

Local Area Plans and NIB Delivery Plan

19. As part of the refreshed Locality Working Framework, it was agreed to develop Local Area Plans (LAPs). These LAPs will articulate the Community Committee and Priority Ward Core Team, work programmes and will feed into the NIB Delivery Plan, with regular progress updates provided to the NIB and Locality Working Delivery Group. They will demonstrate how the NIB Delivery Plan is being translated locally in each of the priority neighbourhoods and priority wards and provide a more robust performance management framework and a mechanism for monitoring progress.
20. The NIB Delivery Plan is being reviewed alongside the development of the Local Area Plans, to ensure they link together. Work is also underway to connect and align the LAPs with the new Best City Plan and the 'Three Pillars' of Improving Health & Wellbeing; Inclusive Growth; and Zero Carbon.
21. The LAPs do not aim to create a new strategy for the city but will look to identify how existing strategies can be delivered at a local level, with the greatest impact.



22. Given the scale of the challenges these neighbourhoods face, LAPs are being developed to be multi-year plans that will be reviewed and refreshed annually.
23. The Local Area Plans (LAPs) are starting to come together, and preliminary activity is being identified and undertaken to start to address the issues identified (see **Appendix 1**).

Cost of Living

24. As with many national challenges, the cost of living crisis is having a disproportionate impact upon our most disadvantaged communities. It has therefore become a key driver for the Locality Working agenda over recent months.

25. Work is underway with the Community Committees to look at how Wellbeing and Youth Activities funding can be better targeted. Several committees have held workshops on the subject and discussions have been held with our Community Anchor Networks, across the Priority Wards, to see how we can better join up and coordinate activities that support this area of work. Some examples of the types of project being delivered are included in the examples of Locality Working Activity at **Appendix 3**.

Community Centres Review

26. The community centre portfolio has been a delegated function of Community Committees since 2006-07 and has been vested with the Communities Team since 2013. A review of this service is underway regarding the suitability and effectiveness of individual buildings, and in terms of the strategic provision of community spaces to meet the priorities of the city. This review links to the wider context of the Estate Management Strategy, the council wide approach to Locality Working, current financial pressures and the recent LGA peer review.

27. Options will be explored for a revised operating model for community building provision, linking to other council services, aspiring for publicly accessed buildings that are flexible, well utilised, and focused on areas of greatest need.

What consultation and engagement has taken place?

28. Locality working places the active involvement of citizens, which includes locally elected Councillors, as a vital ingredient that underpins this approach. All six-priority neighbourhoods have placed significant emphasis on community engagement and working with local communities to harness a local voice, develop local solutions through social action.

What are the resource implications?

29. The work articulated in this report currently makes best use of existing resources already working in neighbourhoods and seeks to do things differently by making best use of the leadership role and knowledge of locally elected representatives, working with residents to shape their neighbourhoods and inform service re-design to tackle poverty and reduce inequality. It also seeks to help communities to be more resilient, strengthen cohesion and prevent issues and challenges escalating in priority neighbourhoods.

30. A new Communities Team structure is now in place, providing a more integrated and flexible approach to Locality Working around the citywide, targeted, and seasonal and responsive work strands.

31. To make continued progress, an investment-oriented approach is needed whereby available resources, for example, capital investment schemes are better targeted to these priority areas through a more joined up working across services.

32. The council is under increasing pressures from a range of directions. This includes the ongoing financial challenge, which has been exacerbated through Covid-19 and the cost of living crisis, as well as demographic changes which bring increased demands upon our local services.

33. This means that Locality Working cannot just be about addressing poverty but also about more effective use of resources within our most disadvantaged neighbourhoods, delivering better outcomes. If we get it right, it could help alleviate some of these pressures.

What are the legal implications?

34. A citywide Neighbourhood Improvement Board, led by the Executive Member for Communities, holds the responsibility for these developments and oversight for the programmes of work that they will require. Local ward members are instrumental in both the local arrangements and the citywide Board.

35. There are no exempt parts of this report so there are no access to information issues.

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

37. This report is not eligible for call-in.

What are the key risks and how are they being managed?

38. The Council has determined a risk to community cohesion, and it has established this risk on its corporate risk register. It has also been discussing a need to change radically the way we work in localities and implemented a new approach to locality working in November 2017. Pressures in some of our most challenged and disadvantaged neighbourhoods are now greater than ever due to a range of factors. The communities of Leeds have changed rapidly over the past decade, this is more apparent in the city's most disadvantaged neighbourhoods. A failure to fully engage and be inclusive to all the communities of Leeds may result in increased tensions leading to a sense of alienation and isolation.

39. These fractures may increase the city's risk of becoming more susceptible to the influences of those who want to divide our communities, making them more polarised and vulnerable to extremism and other harmful influences. The locality working approach seeks to engage with all communities, with a strong focus of the work on strengthening communities and building self-reliance and more resilient communities.

40. This approach also seeks to mitigate against deterioration in our most disadvantaged neighbourhoods, and a worsening of these neighbourhoods nationally in future IMD analyses, while delivering against our key aims of tackling poverty and inequality and being a compassionate city.

41. 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. Additionally, the agility of organisations to respond in the context of broader economic changes could challenge the pace of improvement.

42. Therefore, Locality Working cannot just be about addressing poverty but also about more effective use of resources within our most disadvantaged neighbourhoods, delivering better outcomes.

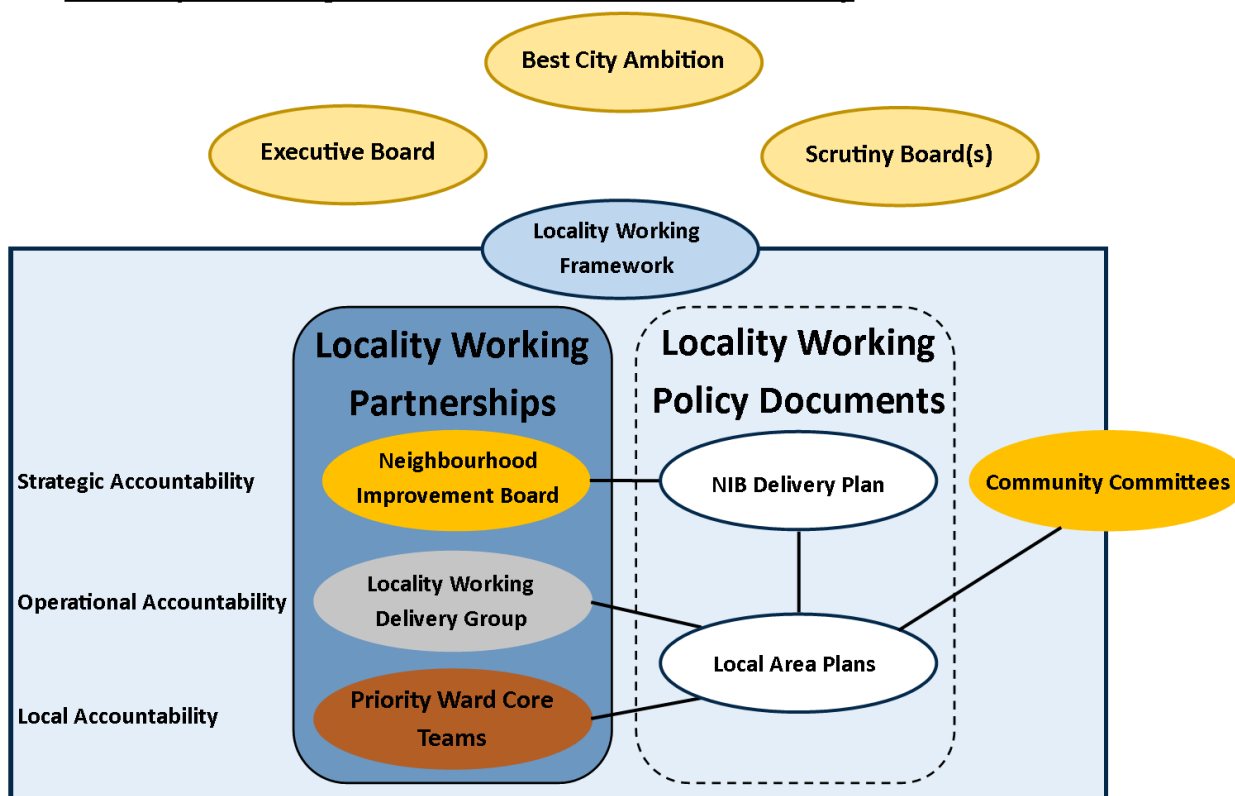
43. Failure to fully engage and get the full buy in of a wide range of partners and council services to support the delivery locality working approach will hamper the council’s efforts to deliver significant and sustainable change in our most disadvantaged neighbourhoods. It is therefore imperative, that we maintain and build on the whole Council approach, maintain momentum, working with local communities to drive change and much needed improvements.

Does this proposal support the council’s 3 Key Pillars?

- Inclusive Growth
- Health and Wellbeing
- Climate Emergency

44. As part of the refreshed Locality Working Framework, it was agreed to develop Local Area Plans (LAPs) as part of the performance management framework. The LAPs will articulate the Community Committee and Priority Ward Core Team, work programmes and will feed into the NIB Delivery Plan. Work is also underway to connect and align the LAPs with the new Best City Plan and the 'Three Pillars' of Improving Health & Wellbeing; Inclusive Growth; and Zero Carbon, as well as contributing to the Cost of Living Breakthrough Project. The diagram below sets out the Locality Working governance and accountability structure.

Locality Working—Governance & Accountability



45. The Best Council Ambition reflects the current post Covid-19 and cost of living context, while maintaining the three pillar priorities of inclusive growth; health and wellbeing; and climate change, under the overarching priority of tackling poverty and inequalities. These nationally significant issues continue to have a huge impact on all areas of the Best Council Ambition, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions.

46. Locality working in our most disadvantaged communities, tackling poverty and inequalities, will be key to guiding the response to the multiple challenges the city faces, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic and the cost of living crisis.
47. Swings in climate and more extreme weather will create inequality, as financial disparity creates pressures between those able to invest in measures to maintain comfort, diet and activity that may be denied to those least able to afford it. A range of initiatives within the priority neighbourhood approach supports the climate emergency agenda. These include planting additional trees, helping to improve air quality; also work to improve housing conditions, delivering greater energy efficiency, and thereby reducing fuel poverty.

Options, timescales and measuring success

What other options were considered?

48. From the onset of Locality Working, the approach was predicated on a move towards a model of working that could be delivered across all the city's most disadvantaged neighbourhoods, and the first phase of this work sought to demonstrate the value and success of locality working as a scalable approach to tackle inequality and poverty across the city.
49. Consideration was given to stay as we were operating, working in just six of the priority neighbourhoods, but this was felt to limit impact, scalability, flexibility, consistency, and a collective focus on all the most disadvantaged 1% LSOAs in the city.
50. The recommendation in the previous reports to Environment, Housing and Communities Scrutiny Board and Executive Board was to evolve the way we were working, to upscale the approach through a refreshed Locality Working Framework that enables greater impact and outcomes, through a collective focus on all of our most disadvantaged communities, to tackle inequality and poverty and build more thriving, more resilient communities.

How will success be measured?

51. We have been working to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Local Area Plans are being developed for each priority neighbourhood, including local data analysis, to track changes over time. Given that the Index of Multiple Deprivation (IMD) 2015 was the primary basis on which the Areas were first identified and (IMD) 2019 being used for the refresh of Locality Working, it is logical that where possible we draw on the same underpinning data and analysis as the IMD. We can also adopt the same broad categories where recent data is available these are claimant count; children in low-income households; educational attainment and absence; crime, public health indicators, long-term empty properties.
52. It is important to note that due to the time lag in the data that underpins the IMD that the Local Area Plans will provide a baseline for each area rather than a measure of progress since the priority areas programme was established in 2017. In addition, we believe that these plans can be augmented by surveys of the local community to a common set of questions, to provide more immediate insights and perceptions of progress.

53. However, post Covid-19 recovery and the cost of living crisis continue to have a hugely significant impact on all areas of the Best Council Ambition, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected, which will undoubtedly limit progress towards our ambitions and the outcomes in our most disadvantaged communities.
54. The performance management framework within the LAPs will help form a focus for work going forward and data will be regularly reviewed to take account of the emerging impact in our priority neighbourhoods. As the LAPs develop, they will also incorporate more predictive and dynamic tools to analyse trends and emerging issues at a ward and neighbourhood level.

What is the timetable for implementation?

- **March 2022** – Executive Board approved the new Locality Working approach.
- **June 2022** – New Locality Working approach commenced.
- **October 2022** – Local Area Plans (LAPs) are starting to come together, and preliminary activity is being identified and undertaken to start to address the issues identified.
- **October 2022 – June 2023** – Further work to finalise multi-year plans, including: Youth Summits; and Community Committee prioritisation framework.
- **October 2022 – June 2023** – Core Teams to be reengaged as part of LAP consultation, development, and approval.
- **November 2022** – First meeting of the Locality Working Delivery Group.
- **December 2022** – LWDG Workshop session to look at partnership contribution to LAPs.
- **June 2023** – Finalised, multi-year Local Area Plans agreed.

Appendices

- 1 Appendix 1 – Locality Working – Priority Ward Activation and Prevailing Issues
- 2 Appendix 2 – Development of Community Committees
- 3 Appendix 3 – Examples of Locality Working Activity

Background papers

Appendix 1

Locality Working – Priority Ward Activation and Prevailing Issues

Background information

Priority Ward Baseline, Presenting Issues and Preliminary Activity

This appendix provides a brief outline for each of the six Priority Wards, including: a data snapshot; headline analysis of local presenting issues; and a brief overview of preliminary activity being undertaken.

Armley Ward

Data Snapshot:

There are 15 LSOA's in Armley, with 10 in the 5% most deprived in England. 2 LSOA's are a 1% area. The 1% areas are

- Holdforths, Clyde Approach
- Armley Grove Place, Hall Lane, Abbot View

Deprivation levels in the area around New Wortley Community centre are some of the highest seen in Leeds and the United Kingdom

There are 9,511 households in the wards and of these

- 23.5% are rented from Council
- 20.9% are in private rented sector
- 6.4% are rented from a social landlord
- 46.1% are owner occupier
- 44% have no cars/vans in the household
- 19.3% of households are in fuel poverty
- 79.2% identify as White, 22.4% BME population
- 22% of the population are aged 0-17

Education and skills

- 30% of working age people have no qualifications

Health

MSOA stands out – 'Armley, New Wortley' has the highest rates in the committee area for smoking, COPD and diabetes, and is very near the top for CHD and severe mental health issues.

Crime and Anti-Social Behaviour – From July 2021 to June 2022 Armley had:

- Overall Crime - 228 crimes per 1,000 people (Leeds average of 131)
- Violence and sexual offences 100 per 1000 people (59.4 Leeds average)
- Anti-Social Behaviour offences 16 per 1,000 people (14.4 Leeds)

(Source data.police.uk)

Employment

- Whilst 71.1% of the population is economically active and 41.2% are in full time employment there are high levels of deprivation in the ward which indicates in work poverty.
- 5.4% of the population are long-term sick/disabled and 3.2% are long term-unemployed
- 24.8% of people aged 16-65 are on Universal credit

Presenting issues

- There is a high level of anti-social behaviour, particularly from young people, across the ward.
- Specific issues around street drinking and drug dealing/taking in and around Armley Town Street. A PSPO is in place which has helped with the issues, however there is still a perception by residents and services that the area is unsafe.
- Wythers estate has lots of issues around ASB and lack of engagement with services, this is often masked due to its location.
- Close to Armley Gyratory, with significant traffic at peak times. This has both a health impact due to air quality and a physical impact, due to disconnectivity from the rest of the city.
- The focus has been on New Wortley area of the ward, this is now extended to the whole ward with emphasis on the 2 1% areas.

Preliminary activity:

- Close working relationship with New Wortley Community Centre, who provide a range of services.
- Key focus on partnership working around youth work, both in relation to the universal offer and a targeted offer. Working to develop sustainable violence reduction provisions for the ward and working closely with NWCC on the delivery of the Empower project which supports young people at risk of child criminal exploitation. Close connections between youth work providers, the Cluster, NPT and LASBT established.
- Investment into parks and smaller green spaces with a particular focus on increasing usage of Jaily Fields, with various provisions such as events and Park Play every Saturday.
- Close partnership working with delivery services and external partners within the New Wortley Safer, Cleaner, Greener subgroup. Key focus on community safety and the environment. Successful regular clean up events, including waste amnesty and joint service and community litter picks. Monthly litter picks with the now established New Wortley Wombles group continue.
- Partnership working with Housing to offer mobile support in local communities with the cost-of-living crisis, offering refreshments, Housing advice, Financial advice and winter warm packs. Provides an opportunity for community engagement. Links to the wider partnership work taking place to support residents with the cost-of-living crisis, led by the LCP.

- Successful Community Safety Planning event held earlier this year, with fantastic engagement from a wide range of partners and services. Focused on 3 key areas – New Wortley, Town Street and the Wythers. Success stories shared and ideas for future partnership working to promote community safety recorded. Development of plans and ideas commenced.
- Armley Action Team providing various events throughout the year for the local community and developing the offer on Armley Town Street.
- Armley Town Team has been in place for a few years.

Beeston & Holbeck Ward

Data Snapshot:

- Beeston & Holbeck has one 1% area, (E01011368 Crosby St, Recreations, Bartons) within the 1% most deprived areas nationally, on the Indices of Multiple Deprivation and is ranked the 3rd most deprived area in Leeds
- Beeston & Holbeck is the seventh most populated ward in Leeds with 26,957 residents living in 10,304 properties; 5.2% of homes are classed as overcrowded;
- The ward is both young and dynamic; 22.7% of residents are children and young people aged 15 or under. 10.3% of residents are aged 25-29 making them the largest group in the ward.
- Whilst 71.4% of the population is economically active; long term unemployment is at 6.6% compared to the city average of 4.1%. Women from the ward active in the job market is slightly lower than the men (64.9% vs 77.6%)
- The Beeston & Holbeck ward has a population identifying as being 73.7% white and 26.3% from an ethnic minority;
- As a migration hub, the ward has several languages spoken and numerous faiths live in close proximity (65% of households identify as being religious against a Leeds average of 65%); After English the most common languages spoken are Urdu and Polish
- Leeds City Council properties make up 38.7% of the social rented housing stock
- Nearly 47% of households don't have access to a car or van;
- Fuel poverty for the ward is particularly high and 9.4% of households don't have central heating.
- Crime is higher than the Leeds average with violence and sexual assault, public order, ASB and criminal damage presenting as the main issues; 7th worst ward in the city with a crime rate of 205.5 per 1,000 persons
- Languages spoken in the ward after English (87.3%): south Asian 3.3%; African 1.5%; west/central Asian 0.7%; East Asian 0.6%; French 0.4%; Arabic 0.4; Portuguese 0.4; Russian 0.2%; sign 0.1%

Presenting issues

Community Engagement & Cohesion:

- Low numbers of Holbeck residents visiting the Dewsbury Road Community Hub to access the services

- Challenges engaging with residents, especially during the pandemic
- On Street Sex Work and former Managed Approach
- low level tensions: Seasonal challenges around ASB (perceived or otherwise) eg street drinking

Housing:

- Fuel poverty: almost 10% of properties don't have central heating
- Trap houses / drug houses / cuckooing
- Poor state of some of the private rented accommodation in Holbeck: overcrowding, disrepair, lack of adherence to healthy and safety regs, damp, infestations.

Environment:

- Environmental blight continues to present as an issue – eg priority neighbourhood bin yards are often flytipped
- Lack of greenspace and sites for trees; lots of Victorian terraces without gardens

Health:

- Obesity is an issue, particularly with perceived issues accessing cheap fresh fruit and vegetables
- Mental health is an issue, particularly loneliness and there aren't many activities for adults
- Levels of diabetes and smoking rates / COPD are also of concern

Transport:

- Given the proximity to the city centre, public transport links could be improved. Walking short cuts aren't the safest through the industrial areas

Preliminary activity

Community Engagement & Cohesion:

- The Holbeck Hub was established at 5 Recreation View in the heart of the priority neighbourhood to offer all services available at Dewsbury Road Community Hub, over 3 days per week. It was also a good base for the Selective Licencing Team and Communities Team, with other community partners making use of the facilities. The hub closed during the pandemic and hasn't reopened due to staffing capacities – the Private Sector Housing team completed their work in the neighbourhood and moved to a new area however, Community Hub services are now accessible at St Matthew's Community Centre with a mobile unit outside twice a week (Tues & Thurs), whilst also offering mobile library provision with story time sessions for younger children.
- OSSW Communications and engagement group established, chaired by Cllr Scopes
- Multi-agency focus group established in Oct 2022 to engage with residents about OSSW
- Communities team coordinate a 'good news' newsletter targeted on the Holbeck priority neighbourhood but also distributes more widely across Holbeck and editions are also published online and shared across the local neighbourhood social media outlets
- Communities Team coordinated a residents drop-in session in March 2022 in an effort to make the information stalls as accessible to the maximum number of local residents.
- Communities Team arranged the installation of an electricity kiosk on Holbeck Moor through Ward Members Initiatives funding. The kiosk is a first for a LCC greenspace and it opens up more options for the annual gala, local theatre companies and other community groups to use the moor without the need for generators

- The Beeston, Hunslet & Holbeck Community Safety Partnership meets every two months, led by West Yorkshire Police, with a current focus on begging and local crime
- Holbeck Core Group meets quarterly with partners working across the neighbourhood, driving improvement projects for the benefit of the local residents
- West Yorkshire Police dedicated line for reporting issues relating to OSSW
- Citizen action; a resident led Neighbourhood Plan is established in Holbeck.
- Warm Spaces / Cost of Living crisis – coordination of ward based offer currently being compiled and mapped to plug the gaps and help advertise all the provisions
- Community Committee grants awarded to: the annual Beeston Festival; a Great Get Together in Cross Flatts Park; Christmas lights in Holbeck and Beeston; landmark lectern on Beggars Hill (Beeston); a community noticeboard in Beeston; Public Right of Way creation order to take on the ownership/maintenance of a popular network of unadopted footpaths in Beeston

Housing

- Tenanted housing stock has been improved by Private Sector Housing team interventions
- Supporting the Beeston Hill Selective Licensing rollout (which includes the Normanton's estate in Holbeck) and the push to make the most of crossing the thresholds; 3rd sector support is secured and a light-touch social prescribing model is being developed;

Environment:

- The Heart of Holbeck – Leeds Central Levelling Up Fund bid
- A bid for up to £20million for regeneration of the centre of Holbeck is being developed by Leeds City Council and Holbeck Together as part of the Government's Levelling Up agenda. The bid will include significant investment into improving buildings and outdoor spaces in and around St Matthews Community Centre and Domestic Street.
- If successful, the funding investment will enable:
 - Physical repair and improvement works to St Matthews Community Centre to allow an extension of service provision by Holbeck Together,
 - Potentially renovating the interior of Holbeck Together's current office space – The Old Box Office - to extend the space available for the community to use and repurpose its existing use.
 - Major environmental improvements to Holbeck Moor such as new play equipment and skate park, better pedestrian links and routes, a community event space, and major new planting.
 - Improvements on many of the local streets to add more street greenery and pocket parks and create a better pedestrian environment.
 - Revitalisation of the local centre along Domestic Street to create more space for pedestrians.
 - Potentially extending previous successful group repair projects to back to back housing streets closest to the local centre to improve their energy efficiency.
- The Cleaner Neighbourhoods Team have a dedicated team for Holbeck who are very receptive to requests and information from the public
- Dedicated Cleaner Neighbourhoods team operate in the priority neighbourhood to help deal with OSSW detritus

- Significant Highways investment in the ‘Streets for People’ scheme which has introduced interventions and traffic calming measures to improve road safety and introduce safer areas for play
Health
- ‘Parklife’ sports facility is being developed for the former Matthew Murray site on Brown Lane East
Transport:
- City Connect cycle scheme introduced to connect the city centre with Elland Road stadium, bringing with it lighting improvements to Holbeck Moor.

Bumantofts & Richmond Hill Ward

Data Snapshot:

(Source: <https://observatory.leeds.gov.uk/>)

Key characteristics – source Census 2011

- There are 10,500 households in the ward of these:
 - 35% are rented from The Council
 - 21% are in the private rented sector
 - 10% are rented from a Social Landlord
 - 32 % are owner occupied
 - 9 % of households have no central heating
- 59% of Households have no car, nearly twice the Leeds average
- The ward has more children and less over 60’s than the Leeds average
- 33% of the ward population are from Black and Minority Ethnic Groups. The ward has a significant African and Middle east population and growing Eastern European population.

Indices of Multiple Deprivation 2019

There are 14 Lower Super Output Areas (LSOA’s) within BRH. 13 of these are ranked in the bottom 10% in the Index for Multiple Deprivation. In 2019 three LSOA’s were ranked in the bottom 1% in England. These are:

- Cliftons and Nowells
- St Hildas, Copperfields, Gartons
- East Park Drive, Glensdales, Raincliffes

Poverty BRH is one of the poorest wards in the City with all bar 2 of the LSOA’s being ranked in the bottom 10% on the IMD Income Domain. St Hildas, Copperfields and Gartons is the worst ranked neighbourhood in the City by this measure.

- 5454 people (29% of 16-65 year old population) are in receipt of Universal Credit (13.8% Leeds) August 2022.
- Of UC Claimants 17.7 % are not working, 10.9 in employment.

BRH Economically inactive population

- 7.5% long term sick / disabled (4% Leeds)
- 4.4% Long term unemployed (1.9% Leeds)

- 6.3% Looking after family (3.6 Leeds)

Child Poverty – 42.3% of Children under 16 living in households with relative low income. The rate for Leeds is 23% (DWP 2018/19).

Crime and Anti-Social Behaviour – From July 2021 to June 2022 BRH had:

- Overall Crime - 207 crimes per 1,000 people (Leeds average of 131)
- Violence and sexual offences 97.7 per 1000 people (59.4 Leeds average)
- Anti-Social Behaviour offences 21 per 1,000 people (14.4 Leeds)

(Source data.police.uk)

Education, skills and qualifications

- 37% of adults with no qualifications (23% Leeds)

Health Inequalities

- Life expectancy - Male 72 (78.4 Leeds) Female 74.3 (81.7 Leeds)

Presenting issues:

- Household income is low across the ward, particularly in the 1% IMD neighbourhoods. Nearly a third of the working age population are in receipt of Universal Credit so any changes to the UC rates or rules have a big impact locally.
- The ward has a higher unemployment rate than the Leeds average, those who are in work are often low paid and in some cases insecure work.
- Educational Attainment is low compared to Leeds average
- Comparatively high crime and high rates of Anti-Social behaviour have a big impact on certain neighbourhoods in the ward.
- Vulnerable young people are at risk of Child Criminal Exploitation, a number of urban street gangs operate in the ward drawing young people into drug distribution with all the associated risk and harm.
- Poor quality Housing particularly within some of the private rented stock
- Health outcomes are poor, exacerbated by the wider determinates of health including relatively poor housing stock, low income, poor air quality and low educational attainment.
- Mental Health is a real challenge and has deteriorated as a result of the pandemic.
- BRH has long been a ward which welcomes new arrivals to the City, inward migration does bring with it challenges, for example language barriers, children joining (and leaving) schools mid-year and cultural clashes around the “norms” of behaviour e.g young children playing in the street till relatively late at night.
- Connectivity – The ward is dissected by major arterial routes and railways lines which fragment neighbourhoods with BRH. The bus services from more isolated parts of the ward such as Cross Green are infrequent, active travel infrastructure is improving but still present major physical and psychological barriers to people getting about.
- The ward has a number of much valued parks and greenspaces. All of which would benefit from continued future investment.

Preliminary activity:

- The ward has a strong and varied Voluntary, Community and Faith Sector. This loose network has been further strengthened following the coordinated support they delivered during the Pandemic. These organisations have now come together to form **Burmantofts and Richmond Hill Community Anchor Network (BRH CAN)**.

- Partners meet weekly and have developed a number of practical initiatives to support people in the ward. Focussing on the **cost-of-living crisis** partners have established 2 new Food pantries and are coordinating the emergency food offer across the ward. They are currently looking at warm spaces for this winter and have helped to distribute food and fuel vouchers through the Household Support Fund.
- BRH Youth Partnership brings together various organisations that work with young people. The partnership ensures we have a coordinated offer across the ward underpinned by strong working relationships between providers to share information and respond to emerging needs. The ward now benefits from a regular weekly programme of centre based youth work in Richmond Hill, Lincoln Green and the Nowells, this is complimented by the Youth Association who work 3 nights a week delivering street based youth work with some of the most at risk young people in the ward.
- Nowell Mount Children and Family Hub is now well established as a base for young people in the evenings and school holidays. The centre is currently open 4 nights a week for youth activities led by Youth Service, CATCH, Dazi Dance and Brave Words drama group.
- The BRH Community Safety Partnership is providing an effective lead role in tackling crime and ASB in the ward. The general Tasking meeting every 6 weeks provide an opportunity for partners to meet and agree joint action around emerging issues. Where there are specific hot spot areas or emerging threats partners will establish a task / finish group around these areas. For example the ward has a Cuckooing task group to tackle this emerging threat in the Lincoln Green / Ebor Gardens area. Last year LASBT, WYP, Housing Leeds and Youth Providers worked closely to take decisive action to tackle persistent ASB around Ascot Terrace. The smaller task and finish groups enable partners to undertake intensive work to identify specific victims and perpetrators and take appropriate actions.
- Employment support – LCC Employment and skills continue to offer support via the Community Hubs and have delivered a number of targeted interventions from basic employability and wellbeing through the Developing You programme through to sector specific targeted recruitment in Health and Social Care and continue to work with LTHT around hospital jobs.
- Health – The Communities Team is working closely with the HATCH Local Care Partnership to ensure that local health priorities and opportunities for joint working land in BRH.
- Public Health and Active Leeds have secured £1.3m revenue funding from the Department of Transport to support over the next 3 years to support waling and cycling activities linked to social prescribing. The funding will be used to support projects within the Burmantofts, Harehills and Richmond Hill Primary Care Network.
- Working with closely with Ward members Parks and Countryside are continuing to bring forward incidental improvements to the parks and greenspace in the ward. The Football Foundation's PlayZone initiative is an opportunity to secure up to 75% capital funding to improve small sided multi sports facilities, it is hoped we can secure funding for a couple of sites within BRH.

Future Focus:

- Establish a Core Team to oversee the partnership work in the ward.
- Support the ongoing development of the Community Anchor Network particularly their work around poverty relief and the cost of living crisis ensuring that this dovetails with LCC support.
- Need to have an increased focus on Cross Green and East End Park, the two new 1% neighbourhoods in the ward

- Work with LCC Regeneration Team to ensure the development of the Old Copperfield school site in Cross Green has a positive impact on the surrounding neighbourhood – in particular, securing a better food retail offer if possible.
- Continue to support the work programme in the Cliftons and Nowells, developing and sustaining the community support offer from Nowell Mount Childrens Centre, ensuring that Selective Licensing is as effective as it can be in terms of referrals into wider support and supporting the ABCD pathfinder.

Lincoln Green – Although no longer a 1% neighbourhood there are a number of short, and long-term regeneration projects to pursue, to help sustain the progress that has been made.

- Lincoln Green Investment plan – LCC Regeneration and Housing will continue to develop an investment plan for the estate. Clearly to realise the ambitions of this plan will require substantial capital investment. In the short term this work will give us a plan which could be tackled incrementally over a number of years.
- Burmantofts wellbeing centre – Health Partnership continue to develop the strategic business case for this ambitious project to build a new health centre combined with LCC and third sector services. The route for capital funding remains unclear but the work currently being undertaken will help to secure future funding if and when it arises.
- Public Realm – Officers from Housing, Regen and the Communities Team continue to support and develop projects to improve the public realm in Lincoln Green including an innovative partnership project with Mafwa Theatre to create a community garden / events space.

Gipton & Harehills Ward

Data Snapshot:

(Source: <https://observatory.leeds.gov.uk/>)

- Whilst Gipton & Harehills has one 1% area, it has 12 LSOAs in the worst 5% in England, more than any Ward in Leeds. All 17 LSOAs are amongst the worst 10% nationally.
- Gipton and Harehills is second most populated Ward in Leeds with 33,645 residents living in 12,400 properties; nearly 10% of homes are classed as overcrowded.
- The Ward is both young and dynamic; 29.5% of residents are children and young people aged 14 or under. 53% of the population is aged 29 or under.
- 4,303 children and young people aged 0-15 in Gipton & Harehills live in the most income deprived households in England.
- Whilst 62.4% of the population is economically active; long term unemployment is double the Leeds average and those that have never worked is at 15.2%, which is nearly four times the Leeds average. Women from the Ward active in the job market is also notably lower than the Leeds average.
- 33.3% of working age people are receiving universal credit.
- Gipton and Harehills Ward is very diverse, with 63% of the population identifying as being from an ethnic minority; 72% of households reported that English was a first language.

- As a migration hub, the Ward has hundreds of languages spoken and numerous faiths live in close proximity (75% of households identify as being religious against a Leeds average of 65%).
- Overall, 64% of households rent (privately 25.3%) or socially (39.3%).
- Leeds City Council properties - that make up 29.2% of the social rented housing stock – are overwhelmingly situated in Gipton.
- Nearly 56% of households don't have access to a car or van.
- Fuel poverty for the Ward stands at 29.9%, 8.4% of households don't have central heating.
- Crime is higher than the Leeds average with violence and sexual assault, public order, ASB and criminal damage presenting as the main issues.

Presenting issues:

- Poor state of some of the private rented accommodation in Harehills: overcrowding, disrepair, lack of adherence to health and safety regulations, damp, poorly insulated, infestations.
- Disconnect between residents, particularly new EU accession country migrants and statutory services. Engagement offer is limited in its reach.
- Cohesion and low-level tension: Seasonal challenges around ASB (perceived or otherwise) i.e. boisterous drinking, late-night parties, children playing after dark, summer exodus of EU migrants.
- Environmental blight continues to present as an issue.
- Lack of greenspace and sites for trees.
- Fuel poverty.
- Crime including gang related incidents or serious organised crime activity.
- ASB including long standing issues such as problem street drinking – Harehills is a magnet for a significant cohort of problem street drinkers - and spikes of ASB over Bonfire Night period.
- Health and links to health services; Harehills South MSOA has the lowest Covid Vaccine uptake in England, the eighth lowest is Harehills North MSOA.
- Statutory services are stretched, responding to acute issues and crisis means there is a lack of strategic planning.

Preliminary activity:

- Supporting the Selective Licensing rollout and the push to make the most of crossing the threshold; Community and voluntary sector support is secured, and a light-touch social prescribing model is being developed.
- Utilising relationships being made by the ABCD worker and a proposal for Roma Community Connector(s) is progressing. Community Hubs have become more accessible and now accommodate essential services tailored to the population. Citizen action is beginning to manifest itself in positive activity such as Harehills Festival of Stories and the Harehills and Gipton winter welcome events.
- The Gipton Neighbourhood Improvement Partnership (GNIP) continues to establish itself as an effective anchor organisation in Gipton through which a number of projects and events have taken place over summer (including Gipton Gala and healthy holidays activities).

- The Cleaner Neighbourhoods Team have introduced a street warden initiative in the last 18 months (Harehills).
- Parks and Countryside are looking to uplift existing greenspaces including Ashton Park and Harehills Park and harness community support via resident groups. Ward members have recently dedicated significant Community Committee funding to improving these green spaces and there is a commitment from Parks and Countryside to direct funding from the governments Levelling Up Parks Fund to make these improvements possible.
- Wellbeing resources are being targeted towards fuel poverty initiatives such as funding contribution towards the St Aidan's Food Share project.
- A resident led Neighbourhood Plan is now progressing in Harehills and will be supported by new resource due to pilot government funding. This pilot project has seen the recent recruitment of a Community Engagement Worker. The worker will be based within the council's City Planning Team and work in Harehills to drive engagement in Neighbourhood Planning and support the Harehills Forum & plan process.
- A Harehills Town Team is also in development to look at creating a sense of pride in the main shopping areas coordinated by local residents and businesses. Residents are engaged and active in opposing applications for new off-licences that fall within the Cumulative Impact Assessment area; four have been successfully opposed in recent years.
- Multi-agency meetings are regularly taking place regarding tackling problem street drinking and the seasonal challenge of Bonfire Night. West Yorkshire Violence Reduction Unit funding is being granted to local groups to target at risk children and young people around serious and violent crime. There is also a vibrant youth provision offer in the Ward, particularly Harehills, that is supported by both Wellbeing and Youth Activity Fund monies.
- Public Health colleagues continue to work in Harehills to drive up vaccine uptake and projects such as the Leeds Community Champions are looking to create links and dialogue with established and emerging communities.
- Data dive on 1% LSOA is underway.

Hunslet & Riverside Ward

Data Snapshot:

- The ward includes a sizable chunk of the city centre, with the remainder mostly residential with a sizeable industrial/warehousing area. The ward is bounded by the River Aire / M1 / M621 / Middleton Railway / Middleton Grove / Cross Flatts Park / Beeston Road / Leeds Railway. The area is fragmented due to road and rail networks.
- Overall, it is a very deprived area as illustrated by the results of the Index of Multiple Deprivation for the 12 Super Output Areas (SOAs) in the Ward: five are ranked in the lowest 3% in the country, another four areas are in the lowest 10%.
- There are approximately 28,727 people living in the ward, of which 45.9% are female and 54.1% are male with residents living in 16,340 properties; 6.1% of homes are classed as overcrowded. Overall, 48.1% of households rent privately 25.3% or socially (23.5%). Leeds City Council properties - that make up 16.9% of the social rented housing stock.

- Many of the homes in the Hunslet and West Hunslet areas are provided by the Housing Leeds there is a particular concentration of back to backs in Beeston Hill which are mostly in the private rented sector.
- 18.6% of residents are children and young people aged 14 or under. 74.6% of the population is aged between 16-64.
- Whilst 72.6% of the population is economically active; of which 77.4% male and 66.8 female. Long term unemployment is above the Leeds average and those that have never worked is at 6.9%, which is higher than the Leeds average. Women from the Ward active in the job market is slightly higher than the Leeds average.
- 18.8% of working age people are receiving universal credit compared to the Leeds average of 13.8%.
- The last census indicates the population by area is White (64.7%), but the Ward also has a significant concentration of residents from ethnic minority communities (about 35.3%), particularly in the Beeston Hill area.
- As a migration hub, the Ward has hundreds of languages spoken and numerous faiths live in close proximity (62.1% of households identify as being religious against a Leeds average of 65%).
- 57.4% of households don't have access to a car or van.
- Fuel poverty for the Ward stands at 17.1%, 9.1% of households don't have central heating.
- Crime is higher than the Leeds average with violence and sexual assault, public order, criminal damage, other theft, vehicle crime and ASB and presenting as the main issues.

Prevailing issues

- Poor environmental conditions, particularly in the back-to-backs (and in particular environmental issues in relation to binyards) which influence the perceptions of neighbourhoods
- Environmental blight continues to present as an issue. Domestic waste and Missed bin collections, flytipping, binyards – many filled with waste, no gardens or yards for bins
- Harsh environment, lack of green space
- Problems of anti-social behaviour in parts of the Ward: begging/sex work.
- Known issues include; - Anti social behaviour, - Drug dealing,- Drug taking,- Organised crime gangs,- Violence and sexual offences,- Speeding cars
- Transient community in private rented properties
- Community tensions and lack of cohesion particularly in Beeston Hill.
- Recent HNA finding revealed lack of access to G.P Practices
- Women- high- Health issues in the ward.
- Life expectancy is lower than the Leeds average (74.2 male, 78.8 female)
- Top health issues recorded by GP are Asthma, Chronic Heart, Disease, Common mental Health, Chronic obstructive pulmonary disease (COPD)
- Close proximity to M621 motorway
- Issues of low levels of reporting, linked to lack of confidence in the Police and Leeds City Council
- The layout/design of the place makes it a challenge for services. (Beeston Hill)
- Poor state of some of the private rented accommodation: overcrowding, disrepair, lack of adherence to healthy and safety regs, damp, infestations;

Preliminary activity:

- Selective Licensing rollout and the push to make the most of services crossing the threshold of private rented homes.
- Utilising local relationships being made by the ABCD worker.
- .The Voluntary & Community Network Partnership established to collectively work together to enable a plethora of services and support for our communities. Its aim is to share resources, overcome barriers, offer peer support, apply for collective funding and share best practice to support one another through this challenging time.
- Ward Councillors have approved funding to employ a dedicated Civic Enforcement Officer (CEO) to cover both Hunslet & Riverside and Beeston & wards. It has allowed Councillors to target problematic areas plagued with illegal parking or reduce litter and dog fouling problems effectively. The officer themselves are well regarded in the wider community and they have been making a real impact.”
- Pocket Parks improvement work continues. Following the successful investments made at Trentham, Rowland Road, Church Street parks, partnership work between Communities Team and Parks and Countryside continues to enhance the existing greenspaces including recent investment at Brickfield Park. This recent work has been a great partnership between the council and the community. Ward members have approved significant Community Committee funding to improving these green spaces.
- Dewsbury Road Town Team launched and covers the bottom end of Dewsbury Road, between Hunslet fire station and Hunslet Hall Road. A partnership of retailers in Beeston working together to serve the wider community, and to make improvements to their shopping district. Working closely with the Council and other agencies, to tackle issues including anti-social behaviour, litter, highways problems, and other issues.
- Multi-agency meetings are regularly taking place regarding tackling problem street drinking and the seasonal challenge of Bonfire Night. VRU funding is being granted to local groups to target at risk children and young people around serious and violent crime. There is also a vibrant youth provision offer in the Ward, that is supported by both Wellbeing and Youth Activity Fund monies.
- Community Champions and Public Health colleagues continue to work locally to drive up vaccine uptake and create a relationship via new projects.
- Data dive on LSOA is underway and Core Team to meet in late Autumn.

Killingbeck & Seacroft Ward

Data Snapshot:

(Source: <https://observatory.leeds.gov.uk/>)

- 24,901 people living in Seacroft, 5727 of those are aged 0-15.
- 3 LSOAs within the ward fall within the 1% most deprived nationally (3 priority neighbourhoods).
- 75% of all LSOAs fall within the 10% most deprived nationally.
- 41.4% of the overall ward population are living in local authority housing. Within a priority neighbourhood in K&S this rises to 77%.

- 67.2% of the overall ward population live in accommodation classed as Council Tax Band A this increases to 98% in the 1% LSOAs.
- 24.1% of people aged 16-65 are claiming Universal Credit, compared to 13.8% in Leeds.
- 38% of working aged people have no qualifications in the overall ward population, compared to 23.2% in Leeds and 22.5% in England.
- Between August-21 and July-22, 2,315 violent and sexual offences were reported, equating to 99 per 1,000 persons, compared to 60 in Leeds and 35.3 in England, in the 1% LSOAs this was 136 per 1,000.
- 4th highest crime rate across the city.
- Higher levels than the Leeds average in common and severe mental health challenges (Seacroft Primary Care Network).
- Significantly higher levels of smoking, obesity, diabetes, COPD and CHD than Leeds average.
- 7.1% of the overall ward population have no central heating, compared to 2.7% in England.
- 23.4% of the overall ward population are living in fuel poverty.
- 44.4% have no transport, compared to 32.1% in Leeds and 25.8% in England, within the LSOAs this rose to 63.8%.

Prevailing Issues

- Cost of living crisis and increasing demand on local provisions and services, including third sector food banks and food pantries.
- Hate crime prevalent, particularly targeted around ethnic minorities. Community cohesion issues and residents vulnerable to far-right extremism.
- High rates of domestic violence.
- High levels of anti-social behaviour (ASB) and crime, particular issue around ASB and crime linked to motorcycles.
- Lack of confidence in police and low levels of reporting.
- Lack of confidence in support services, including NHS, LCC
- High numbers of young people residing in the ward, and high numbers engaging in ASB.
- Ongoing issue with vacant properties and clearance of flats at Kingsdale Court.
- No clear direction on the future of The Gate site where the pub was demolished nearly 3 years ago.

Preliminary Activity

- There is a resilient partnership approach in working to develop a localised response to support the community through the cost-of-living crisis, involving a range of partners including LCC, and led by the third sector. Two successful workshops have been held with a strong focus on practical measures resulting in a support leaflet of the local offer to be delivered to homes in Seacroft as a starting point.
- Training delivered within the locality in partnership with LCC Migration and Prevent teams. Positive feedback and engagement from a range of services and third sector organisations. Subsequent 'Stand by Me' training secured and delivered by Communities Inc, which offered a range of community representatives and relevant services information on how to safely support victims of hate crime. Successful bid to the Home Office by local third sector organisation to continue this work.

- High levels of domestic violence have led to a focus within the LCP and several local projects, such as; a focus on toxic masculinity within a local boy's group, and a newly funded project for local women and girls focused on education around healthy relationships.
- A new mechanics project for young people at Denis Healey Centre has recently opened, which diverts motorcycle passion into something positive, for those who have engaged in or are at risk of engaging in ASB. Teaching mechanics skills and offering the opportunity to ride safely and legally as a reward.
- Recent engagement days took place with police and the community over the summer holidays, aiming to strengthen relationships and increase confidence.
- LASBT have begun regular drop ins at a community centre within the ward after residents requested more support to tackle the ongoing criminal behaviour. Reporting is low due to a fear of reprisals or a lack of confidence in action being taken, and it hoped this local intervention will help to address this.
- Employment and Skills are delivering adult learning courses in a local community centre, rather than at an LCC community hub which has resulted in improved take up by residents.
- Two recent successful applications to Violence Reduction Unit, which will enable specific work with young people, focused on violence reduction.
- Work is ongoing in Rein Park to deliver a pump track which was identified through community engagement and funded through S106. This will be complete in December '22 and follows large scale investment in the park to provide play equipment in 2021.
- Successful groups focused on sustainable living and the climate emergency have emerged, engaging local people in a community orchard and community growing project.
- Wellbeing funding is being utilised to provide training to local people on Climate Action and Cultural Diversity and Inclusion. There will be 6 months of learning with residents, local third sector and frontline workers to collectively look at creating a local strategy and projects on the 2 themes.
- The formation of 'We Are Seacroft', a collective of local third sector organisations, working collaboratively to best support the needs of the local community, including joint funding applications. Led by the local Community Anchor LS14 Trust We are Seacroft has launched their own website identifying local activities and support for residents in the ward.

Appendix 2

Development of Community Committees

Champions Role

In 2019, the Head of Locality Partnerships offered individual meetings with each of the Community Committee Chairs to gain a better understanding of their committees and the challenges and opportunities of each one. A recurrent theme was the role of the themed Community Committee Champions and it was agreed at a subsequent Chairs Forum that a review of the Champions Role would take place, which would include the development of a role profile for the Champions that better outlined what the role and its responsibilities entailed.

The Champion's Role profile was discussed at the summer cycle of Community Committee meetings, with themed Champions appointed at each committee. Discussions are now therefore currently taking place with the relevant Executive Members to re-establish the Champion city wide arrangements following COVID-19.

The Champions Role and its strategic leadership function will be key to the programmes of work that are developed in each committee area over the next 12 months, as they will be acting as an interface and playing a substantial role in shaping the committee's agenda and local services. This connectivity is essential in order to achieve increased service improvement and provide local influence on service delivery.

Youth Summits

Amongst other things, the pandemic has provided us with an opportunity to reflect upon the Youth Summit model and consider how we adapt responses and approaches to meet the needs of young people in our respective communities, as well as reviewing the aims and objectives for the Community Committee Youth Summits.

Following a meeting with various officers from the Communities Team, the Voice & Influence Lead for Children & Families and the Youth Service, a standardised baseline approach was agreed, that set out clear aims and objectives, across all committees.

Localised conversations are now taking place regarding the Youth Summits/Youth Activity Fund consultation, in accordance with the Children's Champions and relevant Children & Families Subgroups. As we appreciate and understand that each community is different, the specific arrangements for each summit/Youth Activity Fund consultation will be worked through and progressed by relevant officers in the Communities Team, the Voice & Influence Team and the Children's Champions for each respective area, as long as the baseline aims and objectives are achieved.

All Youth Summits will be delivered between October 2022 & March 2023.

Priority Setting Framework (Developing an Intelligence Based Approach)

The Communities Team are in the process of reviewing current practices, in order to build on learning and existing good practice to develop a Prioritisation Framework to support the work of the Community Committees, Community Committee Champions and the Community Committee Sub Groups.

This review will include how we currently identify the information needed to set priorities, the process, how the priorities are used, what they inform and when they are reviewed. The Prioritisation Framework will help to inform decision making and focus resources more effectively.

The proposed Community Committee Prioritisation Framework Delivery Model has been categorised into a number of phases:

- Phase 1 - Intelligence gathering
- Phase 2 - Ward Member and Partner Engagement
- Phase 3 - Community Committee Priority Setting Workshop
- Phase 4 - Ratifying Priorities
- Phase 5 - Local Area Plans

Work is progressing for Phase 1, intelligence gathering. The proposal is that the Priority Setting Workshops will be delivered in March 2023, so that informally agreed priorities can start to inform budget spend for the new financial year, with priorities formally ratified in the summer cycle of meetings.

Community Engagement (Working Smarter)

At the Chairs Forum meeting in February 2022, there was an acknowledgement that engagement with committees had declined as a result of the COVID-19 pandemic. We agreed that one of the priorities for the Communities Team would be working with Chairs to increase engagement with the Community Committees, as well as raising awareness of what they do.

This means that we will review our engagement approach through research/sharing good practice, to identify the most appropriate channels and platforms to use and how these can be incorporated to create more inclusive engagement work; looking at how 'in person' and digital approaches can blend together to make effective and accessible engagement.

We will also look at agendas and reports that are taken to the Community Committee meetings; looking at how we can re-shape the Update Report to be more engaging; how we can better demonstrate the value and impact of projects taking place in their respective wards in reports that go to the committee; how they can link up with Local Area Plans and how they can look more attractive and visually appealing to encourage people to read them.

Appendix 3

Examples of Locality Working Activity

- 1 As documented in previous Scrutiny Board and Executive Board reports, there have been many examples of more integrated ways of locality working since the model was agreed. With the approval of the refreshed Locality Working Framework earlier this year, and the expansion into all 12 most disadvantaged (1%) LSOAs and a more targeted approach across 6 Priority Wards agreed, significant progress continues to be made.
- 2 **Appendix 1** shows the data gathering and the breadth of preliminary activity being undertaken across the six Priority Wards, but further flavour of the range of work involved is illustrated through the following examples. These are split under the three strands of the Locality Working Framework of Citywide (as delivered through the Community Committees), Targeted interventions within the six Priority Wards, and Seasonal and Responsive interventions around specific need.

Examples of Citywide Activity

a) Youth Summits

The pandemic has provided us with an opportunity to reflect upon the Youth Summit model and consider how we adapt responses and approaches to meet the needs of young people in our respective communities, as well as reviewing the aims and objectives for the Community Committee Youth Summits.

Following a meeting with various officers from the Communities Team, the Voice & Influence Lead for Children & Families and the Youth Service, a standardised baseline approach was agreed, that set out clear aims and objectives, with measurable outcomes, across all committees.

Localised conversations have been taking place regarding the Youth Summits/Youth Activity Fund consultation, in accordance with the Children's Champions and relevant Children & Families Subgroups. As we appreciate and understand that each community is different, the specific arrangements for each summit/Youth Activity Fund consultation is being worked through and progressed by relevant officers in the Communities Team and the Children's Champions for each respective area, as long as the baseline aims and objectives are achieved. All Youth Summits will be delivered between October 2022 and March 2023.

As one of the key aims and objectives is that we engage with a wide variety of young people that truly reflects the diversity of the city and not just young people who are academically inclined, or naturally engaged with these type of events, a colleague in the Communities Team recently attended the SEND Summit on the 2nd November 2022, to consult with young people that have special education needs and disabilities.

So far 3 Community Committee Youth Summits have been delivered (as well as a SEND Summit), with over **250 young people** being engaged, **56 of which are young people that have special education needs and disabilities**.

In addition to the physical Youth Summits, a Youth Activity Fund Consultation Survey has been created using new and innovative ways of consulting with young people, such as using a QR code that takes young people directly to the survey when the QR code has been scanned with a Smartphone, as well more traditional methods of collecting data, such as filling out paper consultation forms at Breeze Events.

The **Youth Activity Fund Consultation is open** until the end of March 2023 and **we've already had in excess of 1,000 responses** from young people. This, in amongst feedback from young people at the Youth Summits, will in principle inform the Community Committees Youth Activity Fund budget spend for the next financial year.

b) Enhancing Access to Community Public Access Defibrillator (cPAD) Project

This programme of work was introduced to address significant cardiovascular health issues that existed across the city. As the largest cause of premature death, with very low survival rates from out-of-hospital cardiac arrests, community public access defibrillators (cPAD's) have been identified as the most important development in the treatment of sudden cardiac arrest.

Across Leeds there existed a disparity with regards to the number of 24/7 access to cPAD's located in different wards. This project addressed that disparity, by ensuring that all wards in the city were increased to a minimum of 4 cPAD's actively in operation, making our communities safer, stronger and more resilient in response to out of hospital cardiac incidents.

The project fulfilled a total of 54 new installations, situated in areas of the city most in need. Through a process of engagement with community groups and Elected Members, the project ensured the appropriate siting of the installation, with consideration to geographic spacing, areas of high footfall and local health data.

Partnership working has been the key to the success of this citywide rollout, with the support of third party partners, community groups, local volunteers and Leeds City Council partners; each hosting devices in key locations and ensuring the active status of the devices through the appointment of a network of Guardians. The impact of this has brought conversations around cardiovascular health to the forefront in many of our communities, encouraging resident engagement to support the life saving devices.

The rollout of the project has now been completed by the Safer Stronger Communities Team. The ongoing support of the equipment, including the supply of replacement consumables will be fulfilled by Public Health.

c) Outer West Skills, Learning and Employability

Throughout 2021-22, the Outer West Community Committee placed emphasis not only on making Outer West a vibrant place to live but also on encouraging local people to be the best they can be.

A wellbeing grant project that epitomised this approach was the 'Rock up to do a Mock-up' sessions ran by Building Futures Together. Covering all wards in the Outer West, the

initiative provided support for employability amongst young people, especially those at risk of being drawn into anti-social behaviour and those seeking employment after criminal justice. Within a live business setting, participants learned skills of the building industry through hands-on activities including plumbing, electrical work and joinery. These sessions proved highly popular with all sessions very well attended.

The project delivered inclusive growth by placing young people at the centre of skills-based learning, which in turn will benefit businesses in the local area. Following the success of the programme, one of the participants was taken on by the host organisation as an apprentice, because of new skills developed and attitude to development shown.

The Youth Activity Fund was also utilised in Outer West to focus on skills and learning, one example being the 'Beats on the Street' Project, delivered by The Music Box in Pudsey. With an aim of tackling anti-social behaviour, this project ran workshops on urban music and visual arts, to engage a younger audience. Participants learned how to Beat-Box, mix music, write lyrics, and produce graffiti art. Young people who attended the sessions highlighted the benefits of having a safe space to meet new friends and learn new skills.

d) Outer North West Police Football Project

The Outer North West Community Committee approved £4,518 for the West Yorkshire Police Football Project. West Yorkshire Police worked in partnership with Guiseley Community Foundation to run 6 Level 1 Sports Leaders Courses at Guiseley Football Club.

The aim of the project was to address the lack of community cohesion felt by some young people, who had expressed feelings of hopelessness and helplessness, exacerbated by the COVID-19 pandemic, thus the project linked into the council's health and wellbeing strategy. The 6-week programme consisted of both sports theory and practical work, delivered in 4 hour sessions every week. Each session focused on how to coach football and emphasised the leadership skills, as well as the team working, and communication skills also needed. This resulted in a nationally recognised award of Level 1 Sports Leaders, which could be used towards future apprenticeship opportunities.

The project engaged with 38 young people (target was 36), guiding them towards higher levels of self-esteem, as well as teaching self-restraint, anger management and respect for the local community.

Police Officers and Police Community Support Officers acted as students for the young people to practice what they had learned, with staff also delivering more intensive 1:1 sessions, where literacy was a challenge. This served as a really useful engagement tool with some young people who were 'difficult to reach' and has formed some trusted relationships, with the project resulting in a clear improvement in anti-social behaviour in the local community.

e) Outer South Environmental Activity

Young people across the Outer South Community Committee area focused on their local environment in 2021/22, with a variety of youth groups engaged in making the environment safer, cleaner and greener for the local community. Groups were assisted by the committee

who provided funding for local activities that linked into the core Leeds City Council ambitions of being carbon neutral; reducing our impact on the planet and health & wellbeing; to be a healthy and caring city for everyone.

The Outer South Youth Matters Group worked with young people to litter pick in local parks at Smithy Lane, Dartmouth Park, Lewisham Park & Hembrigg Park. The group also focused on reducing dog fouling, as they designed posters that were used in the parks. Young people also collected apples from the orchard in Robin Hood and distributed these to local foodbanks.

Tingley Transition Group worked with young people to grow their own food, including potatoes, peas, beetroot, lettuce and chillies, as well as a plum tree, 2 apple trees and a pear tree. Once products were ready to be harvested the group members made them into meals for everyone.

St Gabriel's Youth Club worked in their community garden, weeding and cutting back hedges that made the outside of the building look better and Teen Green members learned how to look after fruit trees, as well as making new beds to plant in allotments and learning how to make compost heaps and creating organic fertiliser.

Examples of Targeted Activity

f) Nowell Mount Community Centre

One of the more significant projects to emerge as part of the priority neighbourhood approach in the Clifton and Nowells has been the building a £250k extension to Nowell Mount Community Centre. This new space is working well, hosting a busy and diverse weekly programme of activities throughout the week. Youth work remains the focus in the evenings and holidays, with daytimes being used by a mix of LCC Children's Services provision, local third sector services, with around half the timetable being taken up by local volunteer led activity supported by the Adults and Health Commissioned ABCD Community Builder.

As previously reported, the impact of the provision has been very positive for the area, but this brief update focusses on the unique local management arrangement partners have developed for the centre.

The building is a council asset vested with Children Services. With the expansion of use, it became apparent that for the space to work effectively and meet the needs and expectations of the local community, a new local management arrangement was needed.

The Communities Team approached Leeds Community Spaces (LCS) for advice, who run Kentmere Community Centre and Meanwood Community Centre, following a Community Asset Transfer. Whilst Leeds Community Spaces core business is running the centres transferred to them, they have a broader aim to support community centres generally to become busy, thriving places that meet the needs of their local communities.

To this end LCS have been instrumental in supporting the development of Nowell Mount. A modest amount of funding has been secured to pay for their time, the equivalent of 5 hours a week. In return for this LCS handle to the day-to-day programming of the centre, arranging

building inductions for new users, ensuring health and safety procedures are adhered to, problem solving, conflict resolution; and this the support has been invaluable. LCC Lettings manage the booking support, adhering to the systems that are in place across other council facilities. Decisions are taken locally involving the Children's Centre Manager, The Nowells Community Group and The Communities Team Locality Manager.

This hybrid approach to managing a community space between the council and the third sector has proven very effective and is under consideration as to if it might be a useful model for elsewhere in Leeds.

g) Get Set Leeds - Local

In December 2019, Sport England awarded funding to the Get Set Leeds Local (GSL-Local) Project to develop and test locality-based approaches to raising levels of physical activity in four of our priority neighbourhoods:

- Stratford Street, Beverleys in the Hunslet and Riverside ward – Beeston Hill
- Crosby Street, Recreations, Bartons in the Beeston and Holbeck ward – Holbeck
- New Wortley in the Armley ward - New Wortley.
- Boggart Hill and the Wykebeck Valley in the Killingbeck and Seacroft ward - Seacroft

Adopting an asset-based approach, the Leeds physical activity approach comprises three core elements to deliver on the Physical Activity Ambition: (i) improved collaboration and connectedness across the city; (ii) more in-depth dialogue with people who live and work in the city; and (iii) behaviour change techniques. GSL-Local is the start, any lasting solutions are reliant upon a whole system change. The project has been fully integrated with the city's wider physical activity governance structure from the outset, allowing transparency, connectivity, support and learning both into and out of the project.

Get Set Leeds Local supports local ideas to help get people in our communities become more active through a community chest pot fund, training opportunities and larger co-produced projects. Examples of projects include: People Matters Health and wellbeing project; Ping Pong4U Activator training course; Leeds Athletic football coaching training; Together for Sport kit donation; Leeds United Foundation Active Through Football; Inner East Cycle Hubs and Cross Flatts Swim, Bike and Run.

h) Denis Healey Centre Mechanics Project

A community-based project offering young people the opportunity to learn mechanics skills, and to ride motorcycles safely and legally has recently been established at Denis Healey Centre in Seacroft. The project has been very popular, and despite being in its infancy is already at capacity, with a group of 15 young people engaging weekly.

The project aims to divert local young people from motorcycle ASB, whilst still being able to focus on their motorcycle passion, in a safe and positive environment. The project is run by local people and has been supported with funding from the Inner East Community Committee and the Safer Streets Fund.

Three trips to Bumpy have been organised for December, which will offer young people the opportunity to ride safely and legally. These trips will provide a reward for the young people who have consistently engaged in the project.

Due to the project's popularity, the team are exploring how the offer could be expanded in the future, to enable more young people to benefit.

i) Pocket Park Improvements

As part of the continued effort to improve local green spaces, Hunslet & Riverside ward members alongside Communities Team, Parks and Countryside Team and Active Leeds worked in partnership to make improvements to Brickfield Park, to ensure this space remains well used and loved.

A consultation was carried out to invite residents to have their say over improvements and also with the view to galvanised residents led action to take ownership of the greenspace. Following the initial consultation and feedback, a group of residents and local voluntary and community partners came together to form a focus group to further carry out more consultation including a listening campaign which helped to amplify the voices of people who live next to and use this park (or would like to use it!). The feedback from this exercise further complemented the initial findings, ensuring that residents had the opportunity to shape and co create their greenspaces.

This has boosted residents' enthusiasm and has led to various residents led community activities at the park supported by council officers. Following the upgrade and installation of new equipment, the residents organised a celebration day to mark the partnership work of all involved, local residents, St Lukes Cares, Kidz Club, Leeds Citizens, Active Leeds, Communities Team and local Councillors. This has been the start of a powerful journey with local people helping shape the future of this park, with the aspiration of forming a 'Friends of Brickfield Park' and turning the park that was mainly full of dog waste, rough sleeping and throughfare to a much loved and well used community space.

j) Armley Community Safety Planning

Following on from the successful focus on community safety within the New Wortley Safer Cleaner Greener subgroup, a workshop was organised and held by the Communities Team in partnership with the local Neighbourhood Policing Team. The event took place within the locality, and the attendance and engagement was fantastic, with a wide range of internal services, external delivery partners and third sector organisations attending and showing their commitment.

Within the workshop there was a focus on 3 key areas – New Wortley, Town Street and the Wythers. These areas were identified as priorities based on data and community intelligence. Attendees had the opportunity to discuss each of the 3 areas, in relation to what was working well and ideas for partnership working to improve community safety. A wealth of information was shared, and common themes and ideas have since been identified. Not only did the event support future planning, but it enabled a range of people to network and connect organising quick wins which have benefitted the Armley ward.

Since the event, work to develop community safety plans for each of the 3 areas has taken place, in connection with the NPT. Our next steps will be to finalise these, then consult on the plans, and check that they capture the ideas and opportunities for future partnership working on this agenda. We will then work to collectively drive forward actions with the overall aim of improving community safety.

Examples of Seasonal and Responsive Activity

k) Seasonal - Bonfire planning and diversionary activity

The period between Halloween and Bonfire Night is traditionally one of the "busiest times of the year" for emergency services in Leeds; a period that has also seen anti-social behaviour blight Wards across the city. This tradition for disorder reached its peak in 2019, when lawless crowds in Harehills threw fireworks and bricks at emergency services on Bonfire Night. Thirteen people were subsequently convicted following the incident, with five people receiving prison sentences of up to 36 months.

Officers pledged to clamp down on violence and anti-social behaviour, with a focus on continuous improvement in the way that we work, building on the learning and ways of working from previous years. This has culminated in a seasonal year on year locality working response, with a strong emphasis on more integrated multi-disciplinary ways of working.

Many wards in city now have a task-finish multi-disciplinary team that activates in advance and operates over this challenging period. As an illustration in microcosm, this year in Harehills partners from statutory services such as the Police, West Yorkshire Fire and Rescue Service work in collaboration with Ward Councillors, council officers from the Communities Team, Youth Services, Cleaner Neighbourhoods Team, Leeds Anti-Social Behaviour Team, LeedsWatch and Active Leeds as well as local schools and community and voluntary sector groups (inc. Community Action to Create Hope (CATCH), Junior Sports Hub and Youth Association) to create a programme of operational activities in a bid to offset the anti-social behaviour and criminality that occurs over this period.

This integrated way of working takes a number of forms; primarily the bonfire planning meetings themselves ensure vital connections are made between key partners months in advance, where partners can work collaboratively to co-produce innovative local solutions. Examples include pre-emptive visits by partners to schools, youth provisions, faith groups and radio stations (Fever FM) to warn of the risks in participating in ASB; outreach and diversionary activities are designed and put in place for the period to engage and dissuade young people from becoming drawn into any criminality; communication links are made between the frontline staff including the use of live WhatsApp groups to keep people informed of developments in real time and hotspot areas are targeted hardened and kept free of any debris by council services.

This year, in light of the postponement of all Leeds City Council bonfires in 2022, the Safer, Stronger Communities Team were once again allocated the task of upscaling this offer and help ensure that the £30,000 cost savings was redistributed into providing diversionary activity across key Wards of concern. Given the tight timescales this proved a challenge, but the programme of activities proved comprehensive involving several youth providers as well as

schools and community and voluntary sector groups. In Harehills hundreds of children and young people from the local area engaged with youth providers and the diversionary activities over the key Bonfire Night period. Activities at CATCH and nearby Hovingham Primary School included music, pool, arts and crafts and gaming competitions. CATCH also partnered with the Active Leeds to put on a football tournament and roller-skating sessions; both of which proved hugely popular. Leeds City Council's Youth Services and Junior Sports Hub also saw their diversionary activities packed to the rafters with local children and young people who were drawn-in by the offer of games, activities and even a late-night barbecue (despite the inclement weather).

Post Halloween and Bonfire Night, the feedback is that the majority of residents in Leeds were able to enjoy bonfire night/weekend safely, there were only a small number of isolated incidents that were managed by West Yorkshire Police and West Yorkshire Fire and Rescue Service.

l) Responsive - Halton Moor Partnership Approach

Halton moor is a thriving community with various investment over the last 10 years. Services and statutory bodies began to see an increase in calls for service relating to ASB and crime and disorder. This was substantially above the norm for the area.

In Mid 2021 a Neighbourhood Improvement Partnership was developed, which reports to the Outer East Community Committee. This is a quarterly meeting led by Cllr Coupar where all the key stakeholders attend and discuss all areas of work. e.g Police, LASBT, Localities, Social care, youth service and provisions, third sector.

Several issues were identified along with best working practices. This resulted in a new innovative M365 teams-based SARA problem solving plan, whereby it has created a bespoke monthly task and finish process, that reports back to the quarterly NIP.

It is still in the early stages but has already identified best practice as well as gaps in service provisions and intervention opportunities.

The plan is continually developing, and we are currently developing an information sharing protocol/agreement so the Teams channel can be accessed by statutory authorities such as the Police.

The NIP and SARA problem solving plan makes it easier to bring partners together as issues are identified and work together quickly to ensure these are resolved.

m) Cost of Living - Community Kitchen and Cooking Efficiently

A new project has begun in Seacroft, focused on developing a local community kitchen, as well as working with the community to look at how to cook more efficiently. The project has been developed in direct response to the cost-of-living crisis and food insecurity and local conversations with residents. The project has been jointly funded by the Inner East Community Committee and Public Health. The community kitchen project is being led by local people and offers a range of cooking courses for the Seacroft community, with a focus on cooking healthily and efficiently, using microwaves and slow cookers and batch cooking for the family. The project has built in sustainability with attendees having the opportunity to

take home recipes and ingredients whilst being linked into the local food pantry with an additional offer to be gifted a slow cooker if required.

The project also has a strong social element, providing an opportunity for the community to socialise whilst cooking and eating together. Researchers from the University of Leeds are planning to support the project by evaluating the use of slow cookers and other appliances as an alternative to ovens.

n) Cost of Living - Burmantofts & Richmond Hill Community Anchor Network

Voluntary Action Leeds have been providing support to the third sector across the city to explore the concept of a city-wide community anchor network. This idea emerged following the success of the Community Care Volunteering Hubs that were set up to provide support during the pandemic. In Burmantofts and Richmond Hill there is a strong VCS with a good track record of working collaboratively, early discussions amongst partners were clear that in BRH ward no single organisation could be the Community Anchor – it would only work if it was a network or partnership of local organisations.

Leeds Mencap have played a lead role in contacting local groups and talking to them about the concept. Early outcomes from this process have been to establish hyper-local regular catch ups for local groups – These are referred to as “patch meetings”, they offer partners a weekly half hour opportunity to meet physically or virtually with each other.

BRH Community Anchor Network (BRH CAN) have developed a virtual information system for the ward. This addresses the perennial challenge of how to keep up to date with relevant information about services, activities and sources of support for communities in the ward. Leeds Mencap staff have invested substantial time in pulling together information and organising it into a sharable “Google Docs” format. This is called VIRB - Virtual Information for Richmond Hill and Burmantofts. So far the VIRB has sections on

- Finances and Benefits
- Services and Support
- Course, Classes, Groups and Things to Do

Cost of Living pressures are impacting on households within the ward, BRH CAN have responded to this by establishing 3 food pantries in the ward to compliment the emergency food support offered by food banks. Organisations have worked together to open a number of warm space provisions across the ward – this process has benefited from the coordination offered by the partnership in that thought has been given to the timetable ensuring good coverage throughout the week. LCC Financial inclusion team have connected with BRH CAN providing food and fuel vouchers through the Household Support Fund to distribute locally to individuals in financial crisis.

In terms of next steps BRH CAN have asked for support from The Communities Team to pull together a multi-agency workshop on cost of living support with the aim of developing a simple but effective local referral system.

Work Schedule

Date: 1 December 2022

Report of: Head of Democratic Services

Report to: Scrutiny Board (Environment, Housing and Communities)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.
- The Scrutiny Board Procedure Rules also state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.
- The latest iteration of the Board's work schedule is attached to this report for the Board's consideration.

Recommendations

Members are requested to consider the Scrutiny Board's work schedule for the 2022/23 municipal year.

What is this report about?

1. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year and therefore the latest iteration of the Board's work schedule for the remainder of the municipal year is attached as Appendix 1 for Members' consideration.

Developing the work schedule

2. When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
 - Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring, a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure "information items" except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
3. In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where necessary and appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

4. Members have received invitations to the following remote working groups that are being hosted in line with the agreed 2022/23 work programme for the Scrutiny Board (Environment, Housing & Communities):
 - a. Initial Budget Proposals – **Monday 12 December at 3.15pm**
 - b. Air Quality Action Plan – **Monday 27 February at 2pm**
5. In addition, an invitation to attend a remote update about the Social Progress Index has been circulated to all scrutiny board members. This is intended to enable members to find out more about the Social Progress Index, which is being used to inform analysis that will be provided to the Scrutiny Boards in January 2023 as part of the Best City Ambition update and performance monitoring. This update will take place on **14 December at 11.30am**.

What impact will this proposal have?

6. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing Inclusive Growth Zero Carbon

7. The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the Best City Ambition.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No

8. The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

What are the resource implications?

9. Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
10. The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
11. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

What are the key risks and how are they being managed?

12. There are no risk management implications relevant to this report.

What are the legal implications?

13. This report has no specific legal implications.

Appendices

- Appendix 1 – Latest work schedule of the Environment, Housing and Communities Scrutiny Board for the 2022/23 municipal year.

Background papers

- None.

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Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

June	July	August
Agenda for 23 June 2022 at 10.30 am	Agenda for 21 July 2022 at 10.30 am	No Scrutiny Board meeting
Co-opted Members (DB) Scrutiny Board Terms of Reference (DB) Potential Sources of Work (DB) Performance Update (PM)	Safer Leeds Update (PSR) West Yorkshire Police & Crime Plan 2021-2024 – Update (PSR)	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

September	October	November
Agenda for 15 September 2022 at 10.30 am	Agenda for 17 October 2022	Agenda for 10 November 2022 at 10.30 am
<p style="text-align: center;">Meeting Cancelled</p> <p>Reducing poverty and improving financial inclusion (PSR) – <i>deferred to October meeting</i></p> <p>Local Welfare Support Scheme Review Update (PSR) – <i>deferred to October meeting</i></p>	<p>Reducing poverty and improving financial inclusion (PSR)</p> <p>Local Welfare Support Scheme Review Update (PSR)</p>	<p>Housing Activity Update (PSR)</p>
Working Group Meetings		
	<p>Development of the Waste Strategy (PDS) – 5/10/22 @ 10.30 am</p>	<p>4/11/22 - Understanding the role and responsibilities of the Housing Service (DB)</p>
Site Visits		
<p>Visit to LeedsWatch – 30/09/22 @ 10 am</p>		

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PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

December	January	February
Agenda for 1 December 2022	Agenda for 5 January 2023 at 10.30 am	Agenda for 2 February 2023 at 10.30 am
<p style="text-align: center;">Remote Consultative Meeting – 1 December 2022</p> <p>Locality Working & Priority Neighbourhoods (PSR)</p> <p>Ensuring the future resilience of the Third Sector (PSR)</p>	<p>Performance report (PM)</p> <p>Financial Health Monitoring (PSR)</p> <p>2023/24 Initial Budget Proposals (PDS)</p> <p>Best City Ambition – Update (PDS)</p> <p>Reducing Gambling Harms (PSR)</p>	<p>Parks and Green Space Strategy 2022-2032 Update (PRS)</p> <p>Review of the Long-Term Burial Plan (PSR)</p>
Working Group Meetings		
<p>2023/24 Initial Budget Proposals (PDS) – 12/12/22 at 3.15pm.</p> <p>Social Progress Index – 14/12/22 at 11.30am [all boards]</p>	<p>Monitoring the strategic approach to migration (PSR) – date tbc</p>	<p>Reviewing the Air Quality Strategy Action Plan 2021-2030 (PSR) – 27 February at 2pm</p>
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2022/2023 Municipal Year

March	April	May
Agenda for 2 March 2023 at 10.30 am	No Scrutiny Board meeting	No Scrutiny Board meeting
Climate Emergency Update (PSR) Waste Strategy Update End of year statement		
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response