



---

## SCRUTINY BOARD (NEIGHBOURHOODS AND HOUSING)

---

Meeting to be held in Civic Hall, Leeds on  
Wednesday, 11th April, 2007 at 10.00 am

A pre-meeting will take place for ALL Members of the Board  
in a Committee Room at 9.30 am

---

### MEMBERSHIP

#### Councillors

J Akhtar	-	Gipton and Harehills
S Armitage	-	Crossgates and Whinmoor
D Atkinson	-	Bramley and Stanningley
P Ewens	-	Hyde Park and Woodhouse
R Finnigan	-	Morley North
A Gabriel	-	Beeston and Holbeck
G Hyde	-	Killingbeck and Seacroft
M Phillips	-	Garforth and Swillington
R Pryke (Chair)	-	Burmantofts and Richmond Hill
M Rafique	-	Chapel Allerton
D Schofield	-	Temple Newsam

---

*Please note: Certain or all items on this agenda may be recorded on tape*

---

**Agenda compiled by:**  
**Governance Services**  
**Civic Hall**  
**LEEDS LS1 1UR**  
**Telephone No:**

**Hannah Bailey**  
  
  
**247 4326**

**Principal Scrutiny Adviser:**  
**Sharon Winfield**  
**Telephone No: 247 4707**

# AGENDA

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<b>DISTRICT PARTNERSHIPS</b>  The report of the Director of Neighbourhoods and Housing provides an update on District Partnerships and indicates anticipated next steps in partnership working at an area level	1 - 14



**Report of the Director of Neighbourhoods and Housing**

**Neighbourhoods and Housing Scrutiny Committee**

**Date: April 2007**

**Subject: District Partnerships**

<p><b>Electoral Wards Affected:</b></p> <p>All</p>	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/> X</p> <p>Community Cohesion <input type="checkbox"/> X</p> <p>Narrowing the Gap <input type="checkbox"/> x</p>
--	--

**1.0 PURPOSE OF REPORT**

1.1 The report provides an update on District Partnerships and indicates anticipated next steps in partnership working at an area level.

**2.0 BACKGROUND**

2.1 The Leeds Initiative and the Council's Executive Board agreed the establishment of 5 District Partnerships in October 2003. District Partnerships have developed in parallel to the City Council's Area Committees and the Area Management Service. The 5 District Partnerships were established in the autumn of 2004 and reflected local partnership arrangements in Leeds at that time. There are regular reports on Area Committee agendas about District Partnership matters.

2.2 The Leeds Initiative formally launched the Leeds Regeneration Strategy 2005 – 2008 in November 2005. It was developed to deliver the Narrowing the Gap agenda of the Vision for Leeds. It is made up of 5 District Action Plans and one citywide Action Plan. These District plans form the framework for action for the 5 District Partnerships.

2.3 All 5 District Partnerships have established similar partnership structures. These include a decision making Board/Executive representing the public, private and the voluntary/community sector meeting, on average, 5 times a year. All of the partnerships have focused task groups that feed into their decision making bodies to take forward specific activities. All have a conference or event at least once a year which includes a range of local stakeholders. In most cases a small group of officers from District Partnership organisations have the responsibility for taking

forward actions from Board/Executive meetings.

### **3.0 Membership of the Partnerships**

3.1 Membership of each District Partnership reflects the key issues in each area. In summary:

- Public sector representation on the District Partnerships includes ALMOs, Education Leeds, Primary Care Trusts, JobCentre Plus, Leeds City Council, West Yorkshire Police and representatives of the further/higher education sector.
- Links to Area Committees are ensured through the Inner and Outer Area Committee Chairs being members of the District Partnership alongside Area Managers.
- The Voluntary and Community sector are represented through Leeds Voice and from local voluntary and community sector forums.
- 3 out of 5 Partnerships have private sector representation.

### **4.0 Priorities in 2006/07**

4.1 District Partnership priorities over the year covered:

#### **East**

- Tackling crime and anti-social behaviour in the most disadvantaged neighbourhoods
- Improving the street environment
- The effective treatment of drug users
- Measures to decrease worklessness and improve skills
- Maximise the opportunities provided by investment at Thorpe Park, in district centres and through the EASEL initiative, for local people

#### **North East**

- Co-ordinating multi agency action in identified priority neighbourhoods of Beckhill, Chapeltown and Cranmer Bank/Lingfields
- Improving street environment
- Extended schools agenda
- Measures to decrease worklessness and improve skills
- Tackling crime and anti-social behaviour in the most disadvantaged neighbourhoods

#### **North West**

- Reducing crime and anti social behaviour in 6 priority areas, through multi-agency operations
- Developing and implementing service improvement and physical regeneration options in the Little London estate

- Developing Neighbourhood Management in Little London and other priority neighbourhoods.
- Improved provision of co-ordinated children's services and parental support through Extended Schools programmes at Otley, Holt Park and Little London.
- Undertaking joint enforcement activities in priority neighbourhoods including enforcement of highways, streetscene, anti-social behaviour, housing and environmental health issues.

### South

- Extended schools
- 14-19 learning agenda
- Tackling anti-social behaviour
- Co-ordinating multi agency action in neighbourhood priority areas

### West

- Co-ordinating and delivering 5 Local Action Management Plans (LAMPS) for the key priority neighbourhoods of New Wortley, Fairfield, Butterbowls and Bawns, Wyther and Broadleas
- Supporting the implementation of the Children's Act including the Common Assessment Framework and a pilot of integrated front line services
- Promoting the regeneration of the Leeds/Bradford Corridor

## 5.0 District Partnership Progress in 2006/07

5.1 A system of monitoring performance against District Partnership Action Plans was established in 2005/06. This forms part of the quarterly performance reporting process in the Neighbourhoods and Housing Department and is used to provide regular progress reports to the Narrowing the Gap Executive and the District Partnerships.

5.2 At the end of quarter 3 2006/07 progress was as follows:

Quarter 3 2006/07 – Leeds Regeneration Plan Summary Progress Table											
Plan	No of outputs	GREEN		AMBER		RED		WHITE		BLANK	
		No.	%	No.	%	No.	%	No.	%	No.	%
East	92	69	75	23	25	0	0	0	0	0	0
North East	91	82	90	3	3	0	0	5	5	1	1
North West	95	71	75	7	7	3	3	14	15	0	0
South	58	38	66	5	9	3	5	12	21	0	0
West	82	61	74	0	0	0	0	3	4	18	22
<b>All DPAPs</b>	<b>418</b>	<b>321</b>	<b>77</b>	<b>38</b>	<b>9</b>	<b>6</b>	<b>1</b>	<b>34</b>	<b>8</b>	<b>19</b>	<b>5</b>
City-wide	164	117	71	15	9	2	1	8	5	22	13
<b>Total/Average %</b>	<b>582</b>	<b>438</b>	<b>75</b>	<b>53</b>	<b>9</b>	<b>8</b>	<b>1</b>	<b>42</b>	<b>7</b>	<b>41</b>	<b>7</b>

White = commencement date not yet reached

Blank = no response from lead agency for action at end of quarter

- 5.3 Alongside this information, attached to the report are a selection of case studies, one from each district, to give examples of how the District Partnership Action Plans are being implemented on the ground.
- 5.4 Progress with the District Partnerships has been discussed at meetings with the Area Committee Chairs and Area Managers. Overall views were that District Partnerships were working effectively and making progress. There were good examples of partnership activity but concerns about the contribution and involvement of some partners. Particularly, there were concerns about PCT input in some areas and the impact of structural changes in the health sector, ALMOs and the Police.
- 5.5 In relation to the workload of the Partnerships, it was acknowledged that there was some necessary targeting of work in inner areas but concerns that issues in outer areas were sometimes not getting onto the agenda or receiving consideration by partners. It was suggested that further work should be done to look at the balance of workloads in more detail and consider if any alternative approaches may be required for particular issues.

## **6.0 Future Direction of Area Based Partnership Working**

- 6.1 This section refers to a number of drivers and strands of work which are expected to inform and influence the future direction of partnership activity at an area level in Leeds.
- 6.2 **Government Thinking.** The Government's emphasis on neighbourhoods as the locus for service delivery and governance is a major element in the recent local Government White Paper. This places an emphasis on improving service delivery at the neighbourhood level, enhancing the local leadership role of elected members and opportunities for local residents to get more actively involved in their localities. It is backed by requirements built into the Local Area Agreement and CPA assessment of the Authority.
- 6.3 **Changes in council and partner structures** e.g. ALMO boundaries, Police Divisions. A number of operational boundary changes have prompted the need for a review of the existing District Partnership arrangements.
- 6.4 **The findings and recommendations of the Overview and Scrutiny Committee's Inquiry into Narrowing the Gap.** Published this month the Committee's findings include recommendations relating to District Partnership structures and the connectivity between the Vision for Leeds, the Local Area Agreement and the Leeds Regeneration Plan. A timetable is being drawn up to revise and update the Local Area Agreement by April 2008 to comply with new Government guidance and the outcomes of the Comprehensive Spending Review due in the Summer/Autumn. It would be appropriate to revise the planning framework and integrate these plans and their objectives where possible during the coming year. The work will need to address both strategic and neighbourhood issues and ensure that planning and delivery is addressed at the appropriate level.

**6.5 Area Management Review.** Current area management arrangements are being reviewed by senior officers through the corporate Area Management Review Board as reported previously to the Scrutiny Committee. Councillor Chapman, Lead Member, has sought views of elected members and is currently meeting with the Chairs of the Area Committees. The outcomes of this work will inform a report to the Executive Board in the near future. An issue to consider will be the relationship between District Partnerships and the Area Committees.

6.6 A report on Partnership Working and Localities was discussed by the Leeds Initiative Narrowing the Gap Executive on 29<sup>th</sup> March. The Executive was asked to support a process to be co-ordinated by the Director of the Leeds Initiative and the Council's Chief Regeneration Officer to review current arrangements for locality based partnership working and consult partners on the most effective framework for the future. The aim will be to report back to the Executive in the Autumn. In the meantime, existing District Partnership arrangements will continue until proposals for change have been agreed.

## **7.0 RECOMMENDATIONS**

Scrutiny Board is asked to:

- 7.1 Note the current position regarding the District Partnerships.
- 7.2 Consider if it wishes to pursue any further scrutiny in relation to District Partnerships as part of its work programme for 2007/08.

This page is intentionally left blank



## 1. South Leeds: Training Kitchen, Belle Isle Family Centre

### Details of Scheme/Project

Belle Isle Family Centre is a community centre serving the Belle Isle area, including one of the 3% worst SOA neighbourhoods. One of its programmes is the 'training kitchen' which provides NVQ opportunities for young people with complex needs who would otherwise be excluded from colleges, and/or further education. The programme offers tailored packages for individual needs which are practical as well as emotional and physical support when needed. Young people in the training kitchen are successfully supported to break cycles of deprivation and behaviour patterns to enable them to turn their lives around. The kitchen also contributes to promoting healthy eating and the trainees work in a community café.

### Theme / PSA Priority

Education/worklessness. This case study contributes to the South Leeds District Partnership's Plan key themes of 'Learning' and 'Enterprise and Economy', particularly regarding the 'creation of new vocational pathways for students aged 14-19 to help tackle underachievement in South Leeds High Schools'.

### Funding

The training kitchen is funded through the Henry Smith charity, Arise and The Princes Trust with the Centre itself supported previously from SRB5 and currently through Council (Area Committee) funding.

### Partners Involved

Education Leeds, Cockburn Community Arts College and South Leeds High School.

### Description of action, outputs and outcomes

One of the participants of the training kitchen is a fifteen year old, white, young man called 'Jack'. He was referred to the project as he was under achieving at school with issues of attendance, bullying and general misbehaviour resulting in him being removed from the school roll and not being entered for GCSEs. 'Jack' attended the training kitchen for two days a week, and received advice from a Connexions worker.

Jack and 7 others achieved a City and Guilds qualification in Food Studies, Basic Food Hygiene and Customer Service. Although he has finished his placement, Jack has continued to attend the centre for support and has recently got a job working in McDonalds.

### For further information contact:

Belle Isle Family Centre, C/o St John and St Barnabas' Church, Belle Isle Rd, LS10. Tel 2774819 e-mail [info@bifc.org.uk](mailto:info@bifc.org.uk) or contact the South Leeds Area Management Team 2243040

## 2. North West: Intensive Family Support Project / Birstall Urban Motor Project for Youths (BUMPY)

**Theme / PSA Priorities:** Harmonious Communities; Crime; Education.

### Details of Scheme/Project

The Intensive Family Support Project has been successful in bringing agencies together and delivering successful partnership projects in Little London, Woodhouse and Meanwood. In particular the 'Off the Streets @ BUMPY' motorbike project has been developed to tackle the high levels of motorbike related anti social behaviour in the area through the confiscation of motorbikes from young people using bikes illegally, and developing a legal motor biking project at Birstall Urban Motor Project for Youths (BUMPY). The project has been nominated for the National Police Partnership Working award for 2006/ 07. Claire Hellawell (Intensive Family Support Co-ordinator) says, *"the people involved in this project are mainly young people involved in anti social behaviour and at risk of offending. Since the project began illegal motor biking in the area has stopped and the young people are engaging with youth workers to alter their behaviour"*.

Young people involved in this project are making a big effort to make positive changes in their lives. A number of young people who had previously been involved with the anti-social behaviour unit have acknowledged that getting involved in anti social behaviour and crime will prevent them from being part of this project, and have therefore started to alter their behaviour accordingly. Parents have been informed by young people that the motorcycle project is the best thing that has happened to them in a long time.



## **Funding**

The Intensive Family Support Project is funded for 2 years (£113k revenue from Neighbourhood Renewal Fund). £15,000 for this is specifically for the BUMPY Project.

## **Partners Involved**

Youth Point, West Yorkshire Police, Leeds Federated Housing Association, Burley Lodge Centre, LCC Youth Service. Other partners in the wider project include Breakers Unify, Youth Inclusion Project, Sure Start Mellow Valley, Space@ Little London and LCC Social Services.

## **Description of Action, Outputs and Outcomes**

**Developing confidence and sense of responsibility for actions** - The project has been widely acknowledged as the first positive step in dealing with disengaged young people in the area, giving them something to work on and manage, developing their self esteem, skills and

confidence. Young people are starting to realise the consequences of their actions, and the impact that anti social behaviour has on their community and their lives.

**Involving young people** - The young people involved in this project have developed a steering group to manage the activity and are currently applying for funding for its continuation under their management with the support of youth workers.

**Supporting and engaging parents** - In addition to working with 'hard to reach' young people, the Intensive Family Support project is also working with parents and carers in the area. A 'STEPS to Excellence' training scheme has been facilitated with partners to provide participants with effective thinking skills to guide their lives. These new skills allow participants to realise their potential and gives them the confidence to do things that they have wanted to do, but felt unable to in the past.

**Instilling community ownership and changing perceptions and attitudes** - One of the parents receiving support (who's son is involved in the BUMPY scheme), is really enjoying the course and has gained confidence, actively participating in sessions and becoming more involved in her community. When asked how involvement with the Intensive Family Support Project has benefited the family, she said that it had made her realise that she was a good mum, she had gained confidence to speak out about things that matter to her, and she no longer believes that she can't do things, and now has the confidence to start looking for work. She felt that the project gives everyone an opportunity and does not give up on families in need of help and support. She has recently attended a weapons awareness training session, and has had the confidence to speak out about her personal experiences.

The project co-ordinator is confident that the Intensive Family Support project will continue to develop over the next year with the support of partners and involvement of families. Next steps include helping the young people manage and develop the BUMPY scheme, establishing a youth forum and helping parents and carers progress on from STEPS training and realise their goals.

#### **For further information contact:**

Christa Smith, Neighbourhood Initiatives Coordinator, 0113 3952833; Claire Hellawell, Intensive Family Support Coordinator, 07891 275528.

### **3. West: New Wortley/Broadleas Youth Inclusion Programme**

**Theme / PSA Priority:** T1 (Community Safety)

#### **Details of Scheme/Project**

West Leeds District Partnership have sought to develop the roles of neighbourhood wardens and to build on work undertaken by the Police and other agencies in tackling priority crime and anti-social behaviour. Two priority neighbourhoods, New Wortley (Armley) and the Broadleas (Bramley), have been a key focus for this work. A warden team of 6 is now established in west, including a senior warden appointed through the Fairfields and Rossefields Safer Stronger Communities Fund. This role of wardens in these areas has included giving additional support to Operation Apollo Crime and Grime weeks of action and improved local relationships with residents/ information routes.

#### **New Wortley**

Two wardens have been in post since October 2004 – funded jointly by Inner West Area Committee and Leeds West Homes. Using New Wortley Community Centre as their base, they have developed excellent links with the local community and in particular with the Neighbourhood Policing Team and local housing staff. Together with additional PCSO patrols

the impact of this team has been significant. Local residents and agencies have commended the work of the wardens in attaining these results but they have also played a key role in providing community reassurance and support. The New Wortley Community Centre scheme itself has played a significant part in turning around this area which was denounced as the “worst estate in Britain” by the Observer in late 2004.

Actions by the wardens have included additional evening patrols, high visibility policing / warden patrols, school based and community information sessions, enforcement warning letters issued re: gardens etc, community clean-ups and regular surgeries offering face to face contact. The centre, supported in its use of ERDF funds (£220,000) by Area Management staff, has been able to complement the work of the wardens by expanding its community provision offering diversionary activities for young people, childcare, community events and the development of a social enterprise community café.

## **Broadleas**

Extreme anti-social behaviour on the estate throughout 2006 led to the establishment of a multi-agency ASB group specifically focussing on the problems of that area. Support was received from the Racial Harassment Project and mobile youth van facilities offering DJ / video resources using diversity issues and ASB as key themes to the work, as well as other funding sources (see below). At the same time video / professional witness evidence was gathered focusing on the key problem areas.



## **Funding**

New Wortley - Two wardens funded jointly by Inner West Area Committee and Leeds West Homes. New Wortley Community Centre supported in its use of ERDF funds (£220,000)

Broadleas - Home Office funding (£4,500).

## **Partners Involved**

New Wortley – Leeds West Homes; West Yorkshire Police; Community Safety; Youth Service

Broadleas – West Yorkshire Police; BARCA Youth Inclusion Programme (Youth Inc); Youth Service; Community Safety.

## **Description of actions, outputs and outcomes**

Outcomes included 6 ASBO orders being issued and a marked reduction in crime and ASB. Crime reduction data from West Yorkshire Police (2005/6) showed an overall reduction in crime in the New Wortley area of 45.9% in comparison to a reduction of 17.9% for West Leeds as a whole. The Youth Inc project took over the lease of the Sandford Community Centre in order to expand its operations. In its recent assessment by the Youth Justice Board this project was recognised as one of the top 6 performing YIPs in the country.



## Further information

Rebecca Boon West Leeds Area Management 3951970; Charmaine Howell New Wortley Community Centre 2793466; Gill Hunter, West Community Safety Officer re: wardens 224300.

### 4. North East: Chapeltown Job Shop

**Theme / PSA Priority:** Worklessness

#### **Details of Scheme/Project**

People on Jobseekers Allowance, Incapacity Benefit or Income Support as a lone parent account for 44% of the working population in the combined population of the 3 SOAs that rank within the worst 5% on the Employment Deprivation domain on the Index of Multiple Deprivation.

The North East District Partnership established a Jobs and Enterprise Training satellite partnership (JET) to develop an employment and training strategy to address the specific needs of people living within the North East of Leeds and to connect workless residents to employment and training opportunities. The Job Shop means that local people have an access point to get information about jobs and training as well as being a place for them to access resources that will help them move closer to the labour market. Improved data means that we can tackle worklessness in smaller geographical areas – even on a street by street basis – and ensure that we target help to the areas which need it most.

These quotes from customers and staff of the Job Shop highlight how the development of the Job Shop in Chapeltown plays an important part in the achievement of this target.

*“The Job Shop offers on-site access to computers and internet access and personalised job search advice. Local people using the facilities can have their current skills assessed and any barriers to employment or training identified. Additional support is given to the most vulnerable job seekers to help them overcome barriers to work such as insufficient funds to travel or a lack of equipment to do the job.”* Randolph Robinson, customer trainer.

*“I am a single mother and was finding it difficult to make ends meet. I stumbled across Chapeltown jobshop and went in to find out what they did. The staff were very friendly and helpful. I was able to update my C.V. and apply for jobs which took into consideration my child care situation. I also received help with completing application forms and interview techniques. After filling out several application forms I was successful in obtaining a new job as a part time supervisor in a call centre, which also fits in with my child care”.*



## **Funding**

NRF funding allocation £90k p.a. for 2006/07 and 07/08.

## **Partners Involved**

Jobs and Enterprise Training Satellite Partnership, Chapeltown Enterprise Centre, Inner Area Committee and Jobs and Skills service – LCC.

## **Description of actions, outputs and outcomes**

Since opening in May 2006 the Job Shop has been able to secure 62 employment opportunities for local people living in Chapeltown and 21 other outcomes into further training.

## **For further information contact**

Diana Smith, Project Manager, 0113 214 3000.

## **5. East Leeds: Tasking Team Approach to Neighbourhood Management**

### **Details of Scheme/Project**

The Tasking Team approach underpins Neighbourhood Management arrangements across East Leeds and is in place in each of the 7 wards (Inner and Outer) to ensure that every neighbourhood is covered. The localities each team is based around ensure linkage with local democratic and consultation structures (Area Committee Forums) and partner operational arrangements such as the Neighbourhood Policing Teams, ALMO Housing offices and LCC Neighbourhood Wardens patches. The tasking framework is now mainstreamed into each partners way of working and is therefore a sustainable model. However, recent opportunity to utilise additional resources such as Safer Stronger Communities Fund Neighbourhood Element (SSCFNE) have enabled more intensive work to be coordinated and delivered in the more problematic neighbourhoods. Each Tasking Team meets once a month, where possible on the same day, time and place. Each team is led by a senior member of one of the partner agencies, or the Neighbourhood Manager where there is one. Meetings focus on local issues of crime and grime and are structured around the sharing of intelligence and solving problems. The key principle of tasking is that everyone who attends can task others to help them or be tasked themselves. The approach joins up working on the ground at a time when more and more staff are being employed by different agencies/sectors.

## Theme/PSA Priority

LAA Block Theme - Safer Stronger Communities.



## Funding

Each team has access to £10-20k of LCC Area Committee Wellbeing Budget per year. Those Tasking Teams with SOAs in the worst 3% can also access SSCFNE resources.

## Partners Involved

Leeds City Council, West Yorkshire Police, Leeds PCT, Leeds East Homes, Leeds South East Homes, RSLs, GYPSIL, Elected Members, Re'new, CASAC,

## Description of action, outputs and outcomes

**Actions and outputs:** Tasking teams are delivering a number of local actions and outputs – including free skips for community clean-ups, production of inter-agency information leaflets, joint tenancy enforcement visits, signposting of problem families, smartwater initiatives, covert CCTV operations and supporting additional youth provision.

**Outcomes:** Tasking Teams are helping to make neighbourhoods more pleasant places to live. Coordinated clean-ups and complementary enforcement actions are making neighbourhoods cleaner places to live. Problem solving local anti social behaviour issues and complementary open space improvements are making areas greener places to live. Sharing of intelligence on outstanding warrants and prolific offenders, complimented by a better coordination of surveillance. is helping make safer places.

**Future Development:** To build on the principles of Tasking Teams to bring together local professionals who may have a role to play in supporting families/households to improve their economic and social opportunities – currently being piloted in Gipton under the “Mixed Communities” agenda. Also planned is the expansion of local joint bases/”houses” for neighbourhood staff from partner agencies to support locality working.

**For further information contact** - John Woolmer, Acting Area Manager - (LCC) 0113 2143235 or Superintendent Dave Buxton (North East Police Division).

This page is intentionally left blank