

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held remotely via Zoom on
Thursday 12 November 2020 at 10.30 am

(A pre-meeting will take place for all Members of the Board at 10.00 a.m.)

MEMBERSHIP

B Anderson (Chair)	- Adel and Wharfedale;
J Akhtar	- Little London and Woodhouse;
J Bentley	- Weetwood;
A Blackburn	- Farnley and Wortley;
K Brooks	- Little London and Woodhouse
D Collins	- Horsforth;
M Dobson	- Garforth and Swillington
A Gabriel	- Beeston and Holbeck;
P Grahame	- Cross Gates and Whinmoor;
P Gruen	- Cross Gates and Whinmoor;
M Harland	- Kippax and Methley
A Khan	- Burmantofts and Richmond Hill
N Sharpe	- Temple Newsam;
T Smith	- Pudsey;

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

<https://democracy.leeds.gov.uk/ieListDocuments.aspx?CId=1091&MId=10014>

**Principal Scrutiny Adviser:
Rebecca Atherton
Tel: (0113) 37 88642**

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 15 OCTOBER 2020

5 - 10

To approve as a correct record the minutes of the meeting held on 15 October 2020.

7

VOLUNTEERING RESPONSE TO COVID-19

11 - 18

To receive an update from the Chief Officer for Communities on the ongoing work of Leeds City Council, Voluntary Action Leeds and other volunteer organisations to respond to the Covid-19 pandemic.

8

PRIORITY NEIGHBOURHOODS AND LOCALITY WORKING

19 - 48

To receive a report from the Director of Communities and Environment, which provides an update for Board members on locality working.

9

WORK SCHEDULE

49 - 74

To consider the Scrutiny Board's work schedule for the 2020/21 municipal year.

DATE AND TIME OF NEXT MEETING

The next meeting will take place on 14 January 2020 at 10.30am. There will be a pre-meeting for all members at 10am.

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

THURSDAY, 15TH OCTOBER, 2020

PRESENT: Councillor B Anderson in the Chair

Councillors J Akhtar, J Bentley,
A Blackburn, D Collins, A Gabriel,
P Grahame, A Khan, P Gruen, M Harland,
K Brooks and T Smith

31 Appeals Against Refusal of Inspection of Documents

There were no appeals.

32 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

33 Late Items

There were no late items.

34 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

35 Apologies for Absence and Notification of Substitutes

Apologies were received from Councillor N Sharpe.

36 Minutes - 24 September 2020

RESOLVED – That the minutes of the previous meeting held 24th September 2020, be approved as an accurate record.

37 Nitrous Oxide Mis-Use

Further to the minutes of the previous meeting held 9th July 2020, the report of the Chief Officer (Safer Leeds) provided Members with an update on issues associated with nitrous oxide mis-use in Leeds, in light of a referral to the Board from Councillor Matthew Robinson.

The following were in attendance for this item:

- Councillor M Robinson, Referrer
- Councillor D Coupar, Executive Member for Communities
- Paul Money, Chief Officer (Safer Leeds)
- Harvinder Saimbhi, Head of Operational Delivery

The Chief Officer (Safer Leeds) introduced the report, and highlighted the following key points:

- The number of complaints related to nitrous oxide has increased, although it was difficult to determine whether visible usage was due to the temporary closures of events and events;

- Although there is no definitive evidence of the extent to which nitrous oxide mis-use causes long-term damage, it is understood to be possible for an individual to become psychologically dependent upon it;
- Common trends in reporting had typically involved males in vehicles and there had been previous issues with unauthorised gatherings;
- The number of complaints has been higher in inner city wards;
- There are police remedies available to address the unlawful supply and production of nitrous oxide. Local Authorities can use anti-social behaviour legislation including PSPOs and other court orders;
- Trading Standards are not currently aware of Leeds based businesses retailing nitrous oxide or laughing gas capsules to members of the public;
- There has been a significant number of reports from the street cleansing teams regarding loitering of canisters;
- The Leeds Drug and Alcohol Social Marketing Group have collaborated with the council to run a harm reduction campaign on recreational drug and alcohol use.

In conclusion, the Chief Officer (Safer Leeds) considered nitrous oxide as being less harmful than other controlled drugs and no adverse effects resulting from individuals becoming dependent on the sole usage of the substance have been evidenced. Moving forward, it was identified there were options in terms of a review of the legislation and opportunities for government to work with the industry and retailers to better understand and disrupt supply chains. Additionally, it was acknowledged that this matter was a significant issue for local communities and addressing the issue should continue within a wider public health setting and the use of enforcement through legislation.

Councillor Robinson welcomed the ongoing multi-agency approach being taken to counter the various concerns emerging from nitrous oxide mis-use within local communities. Cllr Robinson recognised the need for this to continue moving forward particularly in regards to reporting. It was emphasised that support for parents was needed to engage children.

In responding to Member's questions, the following had been discussed:

- Trading Standards have not identified businesses undertaking unlawful activity in Leeds. Details of any community intelligence would be welcomed outside of the meeting.
- The use of nitrous oxide was considered a pathway to use of more significant and harmful drugs in some instances. It was confirmed that a conversation need to be undertaken Public Health regarding the risks associated with the substance.
- To consider the impacts on local communities from an anti-social behaviour perspective. The Chief Officer (Safer Leeds) confirmed local partnership arrangements and resources were available to deal with the issues.

Whilst acknowledging the wider remit of work to be undertaken with colleagues in Public Health, the Chair proposed that the Board receive an

update report in 12 months, as well as sharing the report with the Chair of the Scrutiny Board (Adults and Health & Active Lifestyles) in relation to issues on health impacts. This approach was endorsed by Board members.

RESOLVED –

- a) That the contents of the report be noted
- b) That further consideration of this matter be added to the Successor Board's work programme and that an update report be received in 12 months.

38 Budget Consultation

The report of the Head of Democratic Services provided Members with details of the latest revenue budget update for 2021/22 and budget savings proposals, as considered by the Executive Board at its meeting on 24 September 2020.

The following were in attendance for this item:

- Councillor Coupar, Executive Member for Communities
- James Rogers, Director Environment and Communities
- Neil Evans, Director Resources and Housing
- Kevin Mulvaney, Head of Finance (Resources and Housing)
- Michael Everitt, Head of Finance (Environment and Communities)

Members were informed of the following points:

- The budget gap for 2020/21 stands at £118.8m of which £59.7m is due to pressures identified prior to the impact of COVID19 with the balance of £59.1m resulting in ongoing financial impact of COVID19;
- £32.3m of savings had been identified through the Financial Challenge Programme of which £24.2m related to Business as Usual and £8.2m related to Service Review measures. In respect of the Board's remit the Resources and Housing Directorate had identified £5.01m of Business as Usual savings and £6.33m that related to service reviews that would require further consultation;
- It was noted that more savings would be brought to the Executive Board meetings in October and November. There was a need to save around £80m for 2021-2022;
- Housing general fund – Housing Options / Homelessness remain sensitive priorities;
- Housing revenue account - due to the ring-fenced nature of the account monies cannot be used to subsidise the general fund. Proposals to be implemented include increasing rents as per formula (CPI+1%), Service Charges inflationary uplift and closing the gap on Sheltered Charge for Self-Payers.
- Reduction in staffing budgets and expenditure;
- The Communities and Environment Directorate has identified £2.8m of savings.

In responding to a question regarding the council's position and flexibilities around the budget balance, the Director of Resources and Housing explained that discussions are ongoing regarding the gap faced in 2021 and it was

estimated there would be a gap of £50m beyond the receipt of a grant from the government. It was noted that discussions are ongoing to reach an agreement with the government to capitalise £50m and borrow the sum of money over a period of time. It was noted that this model of borrowing would be in line with financial flexibilities already available to central Government and would be secured at a time of historically low interest rates. Further discussions are taking place in relation to the settlement figure for 2021, confirmation of which is anticipated in late December.

In response to concerns regarding reduced staffing in contact centres, the Director of Communities and Environment explained that this proposal would be a long term initiative as the demand on services reduced and more information became accessible digitally to residents.

**39 RESOLVED – To note the contents of the report.
Housing Activity Update**

Further to the minutes of the meeting held Thursday 18th June regarding the city's response to coronavirus, the report of the Chief Officer Housing provides Members with an update on Housing Leeds' response to the COVID-19 pandemic and remobilisation.

The following were in attendance for this item:

- Neil Evans, Director Resources and Housing
- Adam Crampton, Head of Property Management
- Gerard Tinsdale, Head of Housing (Resources and Housing)
- John Gittos, Chair Tenants' Scrutiny Board

The Head of Housing introduced the report, and highlighted the following key points:

- Following the UK Government introducing restrictions on 23rd March 2020, Housing Leeds responded quickly to ensure measures were put in place to safeguard residents, employees and partners, whilst maintaining an essential service delivery;
- Responsive Repairs – 47, 982 repairs had been carried out since 23rd March 2020, with 2,768 being completed weekly;
- Work has been ongoing to complete the backlog of 'non-essential' repairs with the number standing at 18,852. It was expected this would be back to pre-covid levels following the return of Annual Home Visits;
- Gas Compliance 99.32% with 228 properties overdue;
- 6,000 compliance inspections had been completed since 23rd March 2020;
- Investment Programme – there are currently 20 projects actively delivering improvements projects to resident's homes and across the wider HRA estate;
- Rent Collection – during April arrears increased by £590k and the first four weeks of lockdown saw a spike of 1498 Universal Credit Claims. Next steps include serving notices and pre-court activity in accordance with national guidance;

- Housing teams continued throughout lockdown to carry out essential tenancy management activity remotely;
- Leeds Housing Options continued to support vulnerable homelessness customers with emergency accommodation, via hotels which peaked at over 230 units during the pandemic. It was confirmed that 60 hotels rooms are still being occupied and bids have been submitted to the government to help rough sleeping and homelessness;
- Private Rented Sector Regulation – 2,800 outstanding selective licensing fees to be paid;
- Housing Leeds have been working closely with colleagues in Public Health to support and plan for further outbreaks.

In responding to Members' comments, the following had been confirmed:

- Issues in relation to food distribution debts were dealt with by another directorate. However, it was confirmed that tenants would receive help with their debts in relation to an affordable payment method, whilst still being able to remain in their home.
- Void properties are aimed to be let within 28 days. The waiting list has approximately 26 thousand people and of that 25% of those are considered an urgent housing need.

The Chair of Tenants' Scrutiny Board provided a brief update to Members in relation to a new inquiry being undertaken by the Tenants' Scrutiny Board regarding tenant engagement. Members were informed the review included:

- Wider tenant engagement insight and how the service engaged in using the feedback;
- The design, policy and decision making of tenant engagement;
- Housing Advisory Panels – Reviewing service support with wider communities;
- Strategic Tenant Influence – tenant engagement with the view of the White Paper the government will be producing by the end of the year.

The Executive Member for Communities thanked the Board for their support and assistance for the housing teams across all wards during a challenging time. Officers were also thanked in responding to issues and providing support to tenants.

RESOLVED – To note the contents of the report.

40 Work Schedule

The Head of Democratic Services submitted a report that invited Members to consider the Board's Work Schedule for the remainder of the current municipal year. Copies of the Board's draft work schedule were appended to the report, as well as the remote minutes of the Executive Board meeting held Thursday 24th September 2020.

The Principle Scrutiny Adviser introduced the report and highlighted that arrangements had been made to hold a remote working group meeting scheduled for 16th November 2020, to discuss budget saving proposals.

RESOLVED – That the work schedule for the remainder of the municipal year be noted.

41 Date and Time of Next Meeting

The next public meeting of the Board will take place on 12 November 2020 at 10.30am (there will be a pre-meeting for all Board members at 10am)

(The meeting concluded at 12:15)



Report author: Martin Dean (Leeds City Council) Tel: 0113 378 5783 and Hannah Bailey (Voluntary Action Leeds)

Report of the Chief Officer Communities

Report to Scrutiny Board (Environment, Housing and Communities)

Date: November 2020

Subject: Responding to the COVID 19 Pandemic – The Volunteer Response

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- In July 2020, scrutiny heard received a report and heard evidence on the voluntary sector response to the COVID 19 pandemic.
- The evidence session was attended by the managers of the ward level Community Care hubs set up to respond to the pandemic
- Based on that evidence a statement was produced by the board setting out its views on the evidence presented and with a series of proposed actions to be developed by officers
- This report updates on activity in this area between July and November 2020 to inform the board of progress.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The work referenced in this report has contributed to the Councils overall aim of tackling poverty and reducing inequalities. In particular it has focused on Safe, Strong Communities including -
 - Keeping people safe from harm and protecting the most vulnerable.
 - Helping people out of financial hardship.
 - Being responsive to local needs, building thriving, resilient communities.
 - Promoting community respect and resilience.

3. Resource Implications

- Funding has been provided by Adults and Health Directorate direct to hubs for the period 1st April to 30th September 2020. Further funding has been drawn by the Council from Department for Environment, Food & Rural Affairs, and an element of this has funded this work until 31 December 2020.
- Community Committee wellbeing funds where appropriate to COVID-19 local activities. Where appropriate and supportive of voluntary hubs, existing funding has been re-purposed for COVID-19 work. A review has taken place with voluntary hubs on their experience over the past three months to inform immediate and longer-term resource requirements for a more sustainable programme.
- Council staff have been extensively re-deployed from other council services to administer the extensive back office arrangements and as link officers with hubs. The Communities Team have been re-focused to COVID-19 support to communities and hubs for the past three months.
- Voluntary Action Leeds have contributed significant staff time and other resources in supporting the overall arrangements and the voluntary hubs directly including, organising the review meetings and producing publications that enhance the volunteering effort overall. Work continues to support the Hubs to develop a more sustainable volunteer base and volunteer management arrangements.

Recommendations

- a) Note and comment on the contents of this report.
- b) Comment on ongoing local experience of the work of the Community Care Voluntary Hubs in local neighbourhoods

1. Purpose of this report

- 1.1 The purpose of this report is to update on the work, which Leeds City Council (LCC), Voluntary Action Leeds (VAL) and other organisations have continued to undertake in response to ongoing needs in our communities as the Covid-19 Pandemic has continued.

2. Background information

- 2.1 Since attendance at the July scrutiny board, the health emergency caused by the impact of the Covid-19 pandemic has continued to impact on citizens in Leeds. National government released the country from the original period of Lockdown, replacing this with a series of restrictions, which responded to the impacts in different sectors of society. Businesses were reopened in a COVID secure way, and Council services began to return to more normal working. The impacts however remained, and were particularly felt in low-income neighbourhoods.
- 2.2 In September 2020, infection levels began to rise again nationally, and the PM issued a statement imposing new restrictions to tackle infections, and indicating that those restrictions were likely to remain in place for 6 months.

Increasing infection rates were particularly noted in urban areas in the North of England leading to greater restrictions being applied in these places. While these

did not initially apply to Leeds, they were applied from 25th September 2020. At the time of writing Leeds is in Tier 2 (Local COVID alert level: high)

- 2.3 In July 2020, scrutiny received a report and heard evidence on the voluntary sector response to the COVID 19 pandemic. The evidence session was attended by the managers of the ward level Community Care hubs set up to respond to the pandemic. Based on that evidence a statement was produced by the board setting out its views on the evidence presented and with a series of proposed actions to be developed by officers
- 2.4 This report updates on activity in this area between July and November 2020 to inform the board of progress.

3. Main issues

Continued work of Community care hubs

- 3.1 Across the summer period, there were falls in demand for support from the public directly to the Council helplines. Those residents requiring ongoing support with :-
- Food parcels
 - Shopping
 - Prescriptions
 - Welfare calls

However, there were not such steep falls in the caseloads of the hubs, with large numbers of people and families turning to the voluntary sector for on-going support, including to access food.

By September, we estimate that LCC calls provided only 15% of the work of the hubs, with 85% of those seeking assistance contacting hubs directly. High volumes were associated with areas of highest poverty, and vulnerable older people.

- 3.2 As was described to the board in July, the Pandemic revealed a high number of complex cases where the hubs acted as a gateway to wider welfare support, access to Social care support, mental health support and overcoming the barriers to accessing services
- 3.3 The falling volumes for the Council's paid food option meant that following consultation, this service was ended at the end of September. Residents who had accessed this service on a regular basis were assisted to return to the supermarkets or access on-line shopping. This service made a valuable contribution in providing a method for volunteers to buy residents shopping without risks to either party. Volunteer assisted shopping is still provided by the hubs, but without the LCC system.
- 3.4 In September as Council services resumed, the food warehouse, which had opened in March, was closed, and the Council supported Fareshare to enable them to relocate to more suitable premises, where food can be stored and packed for distribution. This facility now supports the voluntary hubs to ensure they have stocks of food. From mid-September, direct deliveries by the Council were stopped and the Voluntary hubs took on all deliveries. Partnership working continues between Fareshare and the council to ensure that the supply of food remains sufficient for local needs.

Response to Scrutiny Board observations

- 3.5 In July, scrutiny made a number of recommendations relating to the arrangements put in place and their sustainability.
- 3.6 Scrutiny noted the pressure, which the pandemic places on the managers of Community care hubs, as a response VAL and the Council developed guidelines allowing hubs to close for a respite period. Over the summer that happened successfully for a number of hubs. The guidance is has been made available for all hubs.
- 3.7 Scrutiny noted the need to assist with the management of large-scale volunteer engagement. This is an area of ongoing work, where the Volunteer Management network convened by VAL from a wide range of third sector organisations is seeking to share good practice and make improvements. Hubs continue to take part in specially convened Network sessions, which enable them to focus on the particular challenges they face and provide peer support to one another.
- 3.8 In the summer an opportunity arose to apply to the National Lottery Community fund's COVID-19 for further support for the hubs. VAL worked in partnership with 14 of the hub organisations to secure £75,000 to run a six-month project entitled 'From crisis to community cohesion'. The project, which runs from October 2020 to March 2021, will deliver a package of training to support volunteers and volunteer managers, and look at sharing best practice. As part of the project, a number of Hubs will received funding to lead seven different pilots to test and learn different approaches in the following areas:
- Involving refugee and asylum seekers in your volunteer program
 - Steps to independence – up-skilling volunteers to support the community
 - Supporting older volunteers to become active volunteers
 - Delivering sustainable food and distribution models
 - Valuing volunteer recognition and rewarding volunteers
 - Using social media to engage with volunteers
 - Making volunteering accessible to all
- 3.9 VAL have also recently secured just under £25,000 from the Leeds Community Foundation Strategic Infrastructure Support Fund for a six month project working with two of the hubs (New Wortley Community Centre and Slung Low) to build on and strengthen local approaches taken to working with individuals and communities during COVID. VAL will coordinate this work and ensure that we apply the learning from these approaches to our ongoing role as an infrastructure organisation. Partners will focus their work on:
- Proactive outreach work to engage with a diverse range of people and communities, including the most vulnerable
 - Ongoing work to support individuals to develop new relationships within the community to help them stay well and feel connected (outside of traditional services)
 - Support to existing volunteers in the area and the development of new volunteers and opportunities.
- 3.10 Scrutiny noted local volunteers should be retained and developed. It is the case that a number of volunteers were motivated specifically by the challenges of the pandemic and by their own temporary availability while other activity stopped. VAL

are continuing to work with all hubs to encourage them to maintain the engagement of new volunteers. The recent introduction of a new volunteering platform on the Doing Good Leeds website (launched in early October) will make it easier both for organisations to promote and manage their volunteering opportunities, but also for individual volunteers to manage their own volunteering activity.

- 3.11 Added to this, VAL worked with the Leeds Survivor Led Crisis Service (LSLCS) to develop a telephone support service to support the well-being of volunteers. The support line, which was staffed by volunteers, was available seven days a week up to the end of August. However due to low levels of demand, the service has been reduced, although people requiring support are able to call and leave a message for a volunteer to get back to them (noting that this is not a 'crisis' service but a 'listening ear'). What's important to note is that the infrastructure around this service has been kept in place by LSLCS and could be stepped up again if required
- 3.12 Scrutiny noted, "Complex needs, especially around mental health have been revealed through the Covid-19 response effort and should be reflected in plans for future locality based support". Ongoing work on the Third Sector Resilience Work Plan is continuing, with the Third Sector Resilience Communities Task Group (workstream 2) picking up this point in their ongoing work to explore how we can positively learn from the COVID response about the value of locally based and trusted support (both for communities of place and communities of interest).
- 3.13 Scrutiny noted the need for funding to support the work of the Community Care Hubs, as described above this has been addressed through to the end of the calendar year. More generally the VAL led approach to sector resilience is supporting work in this area, although not exclusively focussed on the hubs but rather the wider third sector. As detailed above, short-term funding has been secured for time-limited pilot projects, but it's VAL's aspiration to put this on a much more sustainable footing (with these pilot projects being one way of demonstrating the value of locally-led approaches through a test and learn model).

4. Corporate considerations

4.1 Consultation and engagement

- 4.1.1 Engagement continues between services within the council, with partners, with elected members and with the public. It has not always been possible to engage in the normal way about service changes, as there has been no choice about many of the changes to ensure compliance with national guidance. Engagement with stakeholders has continued and in many cases been strengthened with the context of what we have had to manage during this incident

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Work has been taking place in Leeds to understand the disproportionate or differential impact on inequality that is happening due to COVID-19. This work is supported by Voluntary Action Leeds, Forum Central and a range of partners who provide specialist support to the city's diverse communities. This includes ongoing work gathering evidence of the impact on Communities of Interest, some of which is evidence based and some is based on direct community conversations in the form of a narrative. It also shows that there is considerable experiential overlap across many Communities of Interest. This work mirrors work that being undertaken by Public Health on wider health inequalities of COVID-19.

4.2.2 This emerging evidence highlights that the COVID-19 pandemic has further exacerbated already inherent social and economic inequalities and we need to further understand what these impacts are on communities in Leeds. What it tells us so far mirrors national evidence and the local narrative that COVID-19 does have a disproportionate and differential impact based on where you live, your gender, your ethnicity and your job etc. For example, being unable to self-isolate due to insecure jobs and/or living in close proximity to each other in densely populated areas

4.3 Council policies and the Best Council Plan

4.3.1 The work referenced in this report has contributed to the Councils overall aim of tackling poverty and reducing inequalities. In particular it has focused on Safe, Strong Communities including -

- Keeping people safe from harm and protecting the most vulnerable.
- Helping people out of financial hardship.
- Being responsive to local needs, building thriving, resilient communities.
- Promoting community respect and resilience.

Climate Emergency

4.3.2 The pandemic emergency has seen limited movement in the city over the past three months and a reduction in daily emissions. In that context, the volunteering programme has recruited volunteers local to the wards they are supporting and deployed effectively to minimise unnecessary vehicle journeys, wherever possible. Clearly, some vehicle journeys are inevitable when picking up shopping or medicines and delivering them to the resident and where possible, shopping trips have been to local shops. Although, this has not been the primary concern and delivering much needed food and medicines has been the priority.

4.4 Resources, procurement and value for money

4.4.1 Funding has been provided by Adults and Health Directorate direct to hubs for the period 1st April to 30th September 2020. Further funding has been drawn by the Council from Department for Environment, Food & Rural Affairs, and an element of this has funded this work until 31 December 2020.

4.4.2 Community Committee wellbeing funds where appropriate to COVID-19 local activities. Where appropriate and supportive of voluntary hubs, existing funding has been re-purposed for COVID-19 work. A review has taken place with voluntary hubs on their experience over the past three months to inform immediate and longer-term resource requirements for a more sustainable programme.

4.5 Legal implications, Access to Information, and Call-in

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

4.6.1 This project has been delivered within the context of the COVID-19 Leeds Strategic Response and Recovery Plan and risk management has been considered in that vein with the work being reported to the Citizens and Communities Silver Multi Agency Group chaired by the Director of Communities and Environment.

5. Conclusions

- 5.1 The Community Care volunteer hubs have continued to provide vital assistance to residents who have been in need of support through the pandemic period. The hubs have been shown to be committed and robust in the work required.

We expect the winter to be a challenging period, but expect that that the hub network will be resilient to the challenges.

6. Recommendations

- 6.1 Note and comment on the content of this report.
- 6.2 Comment on ongoing local experience of the work of the Community Care Voluntary Hubs in local neighbourhoods

7. Background documents¹

- 7.1 None.

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

This page is intentionally left blank



Report author: Shaid Mahmood/ Alison Szustakowski
 Tel: 0113 378 9885

Report of Director Communities and Environment

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 12 November 2020

Subject: Locality working in our most disadvantaged communities: tackling poverty and inequality and Covid-19 recovery

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary

1. Main issues

- Scrutiny Board have been instrumental in supporting Executive Board to make decisions on the shape of the council’s work to tackle poverty and inequality and strengthen the city’s most disadvantaged neighbourhoods and communities. Executive Board first approved the new approach for Locality Working in November 2017; a subsequent report was submitted to Executive Board in February 2019, which provided an update on its emerging work in priority neighbourhoods.

- The Environment, Housing and Communities Scrutiny Committee have influenced and helped shape the design of the locality working approach. The Director for Communities and Environment has submitted two Scrutiny Board reports, the most recent in January 2020.

- In March 2020, the UK government took the decision to lockdown the country as the key response to the ongoing Covid-19 pandemic. This has had a disproportionate impact in our most disadvantaged communities. The Neighbourhood Improvement Board and the locality working approach have a critical role to play in making demonstrable improvements in our most disadvantaged communities.

- An update report was scheduled for submission to Executive Board in March 2020, but this was rescheduled to October 2020, due to the outbreak of the pandemic and national lockdown.
- The work articulated in this report was progressed with the full knowledge, active involvement and leadership of local ward members and there is an intention to share the learning and the emerging good practice more widely with other wards for their benefit.
- This report provides a locality working update to Scrutiny Board (Environment, Housing and Communities), specifically, this report will:
 - a) Detail the emerging impact of Covid-19 in our most disadvantaged communities
 - b) Provide a Covid-19: Locality working update 2020
 - c) Outline the Neighbourhood Improvement Board's role in supporting the impact of Covid-19 in our most disadvantaged communities.
 - d) Scrutiny Board's support in the successful delivery of locality working

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- This report explains how the council's overarching ambition to tackle poverty and reduce inequalities as set out in the Best Council Plan is enacted at a local level, working in partnership in the city's most disadvantaged wards and neighbourhoods based on a range of insight and intelligence and ongoing engagement with communities, elected members and partners.
- The newly updated Best Council Plan 2020-2025 reflects the current Covid-19 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. Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, 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. Our city ambitions, particularly our overarching priority of tackling poverty and inequalities, will be key to guiding the recovery period, particularly as we begin to understand better the long-term health, social and economic impacts of the pandemic.

3. Resource Implications

- No current resource implications other than for existing resources that have been re-purposed to provide for greater focus on place-based integrated services and the alignment of new additional resources through funding bids/grants to local neighbourhood and ward level programmes to meet the ambitions of locality working and the need to strengthen our communities. Consideration is being given to future resource requirements through aligning planned investment.

Recommendations

Environment, Housing and Communities Scrutiny Board are asked to consider the content of the report and agree the following recommendations. That this Scrutiny Board –

- a) Note the positive comments of Executive Board following submission of a report to the October 2020 meeting.
- b) Request that the Chief Officer for Communities work with the Chair of the Environment, Housing and Communities Scrutiny Board to push forward engagement on locality working with other scrutiny boards, in tandem with the wider ambition to take forward locality working through organisational development and design work in the council.
- c) Request that the Directors of Communities and Environment, Housing and Resources, and City Development consider the implications of the progress to date for further improving the connectivity of the city's most disadvantaged neighbourhoods to economic opportunities and aligning capital investment

1. Purpose of this report

- 1.1 Environment, Housing and Communities Scrutiny Board have already influenced and shaped the design of the locality working approach during its highly effective working group meeting of October 2017. This contribution informed the Executive Board report update presented in November 2017, and was acknowledged by Executive Board in its decision-making.
- 1.2 Executive Board approved the model for Locality Working at the November 2017 meeting. Following this approval, a new place-based approach was developed, which aims to tackle poverty, reduce inequality and address vulnerability in some of the poorest neighbourhoods in Leeds. A subsequent report was submitted to Executive Board in February 2019, which provided an update on its emerging work in priority neighbourhoods.
- 1.3 A twelve-month progress report was submitted to the Environment, Housing and Communities Scrutiny Board on the 9th January 2020. The report was well received by Scrutiny Board, the examples of success the report highlighted, and which were expanded upon in the meeting, were cited as a credit to the officers involved and clearly reflective of our ambitions as an organisation as set out in the Best Council Plan and its supporting strategies including the Health and Well-Being Strategy.
- 1.4 In March 2020, the UK government took the decision to lockdown the country as the key response to the ongoing Covid-19 pandemic. This has had a disproportionate impact of Covid-19 in our most disadvantaged communities. The Neighbourhood Improvement Board and the locality working approach have a critical role to play in making demonstrable improvements in our most disadvantaged communities.
- 1.5 An update report was scheduled for submission to Executive Board in March 2020, but this was rescheduled to October 2020, due to the outbreak of the pandemic and national lockdown.

- 1.6 This report provides a locality working update to Scrutiny Board (Environment, Housing and Communities), specifically on:
- a) the emerging impact of Covid-19 in our most disadvantaged communities
 - b) Covid-19: Locality working update 2020
 - c) Neighbourhood Improvement Board - supporting the impact of Covid-19 in our most disadvantaged communities.
 - d) Scrutiny Board's support in the successful delivery of locality working

2. Background information

- 2.1 The Locality Working model aims to respond to the national Indices of Multiple Deprivation (IMD) data, which in 2015 identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally. As part of this approach, six priority neighbourhoods were identified to accelerate the council's approach to tackling poverty and inequality in the city. These six neighbourhoods are New Wortley; Beeston Hill; Cliftons and Nowells, Recreations; Lincoln Green and Boggart Hill.
- 2.2 The approach was predicated on the council's ambition to be a compassionate city with a strong economy that is inclusive of the communities in the city and a view that a smaller neighbourhood focus creates the opportunity to develop a more detailed process for understanding and responding to communities affected by poverty. It also creates a locus for testing and aligning the approaches of council services and partner agencies, including, the alignment of investment and resources.
- 2.3 The approach seeks to challenge current approaches and focus the capability and capacity of the whole council and its partners, working with elected members and local residents, on improving outcomes in the city's most challenging neighbourhoods. This approach is built on:
- Enhancing the centrality of community committees to locality working led through elected members;
 - Prioritising our collective endeavour and resources;
 - Using our own staff resource, capacity and capability more effectively;
 - Developing improved working relationships with our partners locally;
 - Ensuring we work closely with communities so that we do things with and not to people;
 - Enabling cultural change in the council and across our local partnerships, so that we can learn and apply improvements across the whole city;
 - The development of six Core Teams and a range of target ward partnerships.
- 2.4 The Council has driven the implementation of the locality working approach applying a strategic framework, which places the most disadvantaged communities in Leeds at its centre. The Locality Working Strategic Framework is predicated on a number of principles and different, more integrated ways of working:
- Developing a shared sense of the assets of individuals and communities with a strong focus on building self-reliance and resilient communities;
 - A placed based more integrated working approach;
 - Early intervention and prevention to prevent reactive public service cost;
 - Getting to the root causes, sharing knowledge and avoiding duplication to develop effective local and/or citywide solutions;
 - New ways of working and driving system change.

- 2.5 This approach is split into the three key strands, working through: Community Committees; target wards and priority neighbourhoods. Working in this way has created a locus for council departments/services and partners, to target their existing investment and resources and align new resources - for example, through external funds, bids and grants - to best effect.
- 2.6 Six 'Core Teams' have been established in the priority neighbourhoods; alongside a number of partnership arrangements for improving the city's target inner city wards. Core Teams comprise of officers from within the council, elected members, NHS, Police, DWP and the Third Sector.
- 2.7 A number of reporting mechanisms have been developed to support this new way of working including, the appropriate Community Committees, the Neighbourhood Improvement Board and the Environment, Housing and Communities Scrutiny Board.
- 2.8 To strengthen the council's commitment to being a compassionate city and reducing poverty and inequality, an Equality Improvement Priority has been established, which aims to 'improve equality outcomes across the six priority neighbourhoods'. See Corporate Considerations for further detail.
- 2.9 In March 2020, the UK government took the decision to lockdown the country as the key response to the ongoing Covid-19 pandemic. The aim was to prevent infection transmission in the general population by restricting activities that could be undertaken beyond the home. The key advice was to stay at home, leaving only for essential supplies, (food and medicine), and for essential work. This necessitated the closure of business and wider activities, and potential loss of income to communities. The pandemic emergency initiated a crisis that quickly brought to the fore a large number of needs across the communities in Leeds.

3 Main issues

Emerging impact of Covid-19 in our most disadvantaged communities

- 3.1 The impact of Covid-19 has been high in the poorer areas of the city where the ability to withstand shocks is restricted. Work has been taking place in Leeds to understand and get a picture of the disproportionate or differential impact on inequality that is happening due to Covid-19. This work is supported by Voluntary Action Leeds, Forum Central and a range of partners who provide specialist support to the city's diverse communities. This includes gathering evidence of the impact on Communities of Interest, some of which is evidence based and some, which is anecdotal. It also shows that there is overlap across many Communities of Interest. This mirrors work that is being undertaken by Public Health on wider health inequalities of Covid-19.
- 3.2 The emerging evidence highlights that the Covid-19 pandemic has further exacerbated social and economic inequalities and we need to further understand what these impacts are on communities in Leeds. What it tells us so far mirrors national evidence and the local narrative that Covid-19 does have a disproportionate and differential impact based on where you live, your gender, your ethnicity and your job.

3.3 The following emerging issues are identified as being pertinent to all Communities of Interest and the general public and these include:-

- Navigating information and guidance: challenges around accessing accurate, appropriate and accessible information in a rapidly changing scene, littered with mis/dis-information and complex communications.
- Access to essential provisions and services: challenges in gaining/maintaining access to food, essential personal and household items; and accessing support necessary to protect health, care and wellbeing.
- Social isolation and boredom: challenges around the loss of social bonds, relationships and contact; the loss of physical and intellectual stimulation.
- Mental Health – low-level anxiety to crisis: challenges around management of pre-existing mental health issues and the emergence of new concerns.
- Abuse, domestic violence and safeguarding issues: challenges around imposed segregation of perpetrators and victims, accessing support whilst experiencing violence and abuse.
- Concerns about restrictions being lifted: challenges around managing change uncertainty and the concerns and anxieties, which this brings.
- Digital Exclusion: communities and individuals having limited/no access to equipment and/or data thus exacerbated barriers to accessing information, support and social connection.

Covid-19: Locality working update 2020

3.4 The pandemic emergency initiated a crisis that quickly brought to the fore a large number of needs across the communities in Leeds. The following paragraphs provide some examples of how locality-working partners have responded during the crisis.

3.5 VAL in partnership with Leeds City Council launched a new volunteering programme - Community Care Volunteers. The response was excellent and at its peak, the programme attracted sign ups from nearly 8,000 people across Leeds. Of these 8000 people, 5,400 went on to fully complete all parts of their induction, meaning they were ready to be deployed.

3.6 In order to ensure that volunteers could be deployed to support people locally, VAL worked in partnership with LCC Communities Team to set up a new network of volunteer 'hubs' across the city. Discussions were facilitated by Leeds City Council and Voluntary Action Leeds with a range of third sector organisations who were interested in being a ward level hub and leading the response to meeting needs at the local level. Twenty-seven third sector organisations confirmed their intent to participate in the programmes and the volunteer response commenced.

3.7 Whilst the Leeds City Council Community Hubs closed following the onset of the pandemic, Customer Access and Welfare worked hard to maintain their support to local communities, through their key role in this programme of work. The Covid-19 Helpline was established alongside the existing Local Welfare Support Service. Both helplines recorded food referrals and systems were put in place to ensure food and support was provided and accessible to those most in need and impacted by Covid-19. In addition to food parcels, the service offered other support with shopping, prescriptions, fuel, hygiene products, baby products, dog walking, and welfare/befriending telephone calls.

- 3.8 Following the launch of a central LCC Covid-19 telephone helpline in late March, accompanied by a citywide distribution of leaflets to 330,000 households to promote it, the Hubs took on the responsibility of responding to referrals for support from people living locally to them.

Vignette 1: New Wortley Community Care Hub

New Wortley worked through lockdown delivering essential services to the community as the local hub for Armley. Through this work, they reached a wider audience and engaged with new people. This has emphasised an ambition to have a greater reach into the local community and highlighted a previous low level of engagement with the BAME community to provision within the community centre. The centre were awarded £63,000 from the National Lottery to deliver a 6 month Covid-19 response project to meet the changing needs of local people during the pandemic. The project continues the existing Building Blocks provision, but also funds a mental health support worker and a dedicated development worker targeting the BAME community, who will develop a range of support and learning opportunities appropriate and relevant to need.

Vignette 2: Community Care Volunteer Hub: Beeson & Holbeck - Slung Low

A theatre company, Slung Low, with the help of volunteers, became very busy picking up shopping and prescriptions, delivering food parcels and hot meals, dog walking and carrying out welfare calls. They also put together the beautiful LS11 Art Gallery where local people submitted artwork, which Slung Low used to line the streets. This was a far cry from their usual role producing large community theatre performances, showcasing the work of artists in the Holbeck and running their Cultural Community College. The Slung Low team feel that they don't want to go back to exactly what they were doing before; they've discovered new areas of the local community, which they previously had little contact with, new partnerships have formed with organisations they'd never been in touch with and amazing individuals have stepped up to help. Slung Low have now returned to doing some of their day-to-day work albeit in a Covid secure environment such as outdoor performances to families and are even a drive thru show. The way that Slung Low have completely changed their service delivery and adapted to Covid-19 is huge and has made a massive impact to the local community.

Vignette 3: Community Care Hub: Burmantofts and Richmond Hill

Ten local VCS organisations have come together under the leadership of Leeds Mencap to coordinate the local volunteer and welfare response to the Covid-19 pandemic. This partnership have worked together very effectively over the past eight months providing essential support to people in the ward that have been adversely affected by the pandemic. The work of the partnership is evolving as the impacts of the pandemic change, the economic and psychological impacts remain a significant challenge. Leeds Mencap have been successful in securing Lottery Funding, which they will use over the next six months, enabling them to continue their leadership and coordination role for the partnership. The main focus of this project will be moving people away from emergency support and connecting people with the relevant support they need as they recover from the Lockdown phase of the pandemic. The partnership are enthusiastic about continuing to work together to tackle the immediate impacts of Covid-19, but also the wider issues of poverty and inequality in the ward – a positive legacy to come out of adversity.

- 3.9 A further need was identified for culturally appropriate food packages to meet the diverse needs of communities in Leeds. To address this need a central Cultural Food Hub has been established.

Vignette 4: Cultural Food Hub

In responding to the Covid-19 crisis, the council identified that there were residents in Leeds who needed help and support with emergency food, which better met their cultural needs. Hamara were initially identified in May 2020 to act as the Cultural Food Hub, in addition to being a community care hub, providing culturally appropriate emergency food parcels for the city. In July 2020, Infinity / Give a Gift became the Cultural Food Hub for the East of the city, in recognition of the growing delivery footprint and the high density of the population in that area. The Cultural Food Hubs have aided residents who are less willing to contact the council helpline to access to food, through direct referral to the cultural food hubs, or through frontline services supporting communities with emergency food provision. The cultural food hubs have acted as catalysts in forging strengthened relationships with other third sector organisations and enabled greater community connections with residents from diverse communities and ethnicities.

- 3.10 It is also clear that strong, effective partnerships have been developed, through the development of the Community Care Hubs. These partnerships are flourishing and in many cases are being developed to support wider locality needs, as described in the following vignette.

Vignette 5: School Uniform Recycling

Fall into Place, Seacroft Community on Top and LS14 Trust organised a pop up school uniform shop at Kentmere Community Centre ready for schools returning. A vast amount of clean, good quality uniform was donated and then offered to families for free. This was hugely successful with hundreds of items chosen by families, alleviating the financial pressure of purchasing new school uniform and the first steps towards regular school uniform recycling within Seacroft.

- 3.11 In recognition of the need to have an immediate and agile response to the Covid-19 pandemic, the Executive Member for Communities and Director of Communities and Environment in March 2020 approved the use of 2020/21 Wellbeing funds (£10K per ward) to support Covid-19 related activities at the discretion of local ward members. This was underpinned by a fit-for-purpose decision-making process; with members deciding on spend for each ward. As of the 10th September 2020, 142 grants had been awarded by local ward members, totalling just over £203k (61% of total budget available). Grants awarded cover a wide range of local support needs and activities including support for food banks, befriending calls, activity packs, specialist support for equality communities and virtual education and other activities. The following vignettes provide some examples of how wellbeing funds have enabled continued support through the pandemic.

Vignette 6: Mafwa Theatre

*Mafwa Theatre is a community theatre organisation working at One Community Centre with women from refugee, asylum seeker and settled communities. They use movement, voice and drama to increase confidence, improve English language and build resilient communities. They have been running weekly women's workshops since February 2018 in partnership with Leeds Refugee Forum. They responded to Covid-19 by ending face-to-face delivery on the 13th March and transforming their 'Cooking with Parveen' project focusing on food and femininity into a postal project. Each week they sent out a creative pack with activities, letter writing task, recipe, bus ticket, food voucher, responses from other members and a SAE. They sent out 274 packs to 51 women. A whatsapp group and weekly phone calls enabled them to keep in touch with the group and keep a sense of community alive. **Wellbeing funds** were granted by the **Inner East Community Committee** to purchase smart phones and data to enable them to begin to run online zoom sessions as well as provide digital support and training to their group. 19 women benefited from this digital access support.*

Vignette 7: Ciaran Bingham Foundation Trust

*Pre-Covid-19, service users used the centre to get out on a Sunday, to get a low cost meal, see friends, play bingo and volunteer for the trust. On average, they were getting about 23 service users per Sunday. Ciaran Bingham Foundation Trust are now cooking for 65+ per Sunday. The Charity's method of service delivery has changed since lockdown to "take away" meals. **Inner South Community Committee** have provided **wellbeing funds** to subsidise the increase in provision of Sunday takeaway meals.*

- 3.12 In total over the first 24¹ weeks of the Leeds Emergency Food Response there were 25,971 referrals for services such as food parcels, shopping, prescriptions and fuel. The referrals recorded by the council helplines resulted in an estimated 64,000 food bags (equivalent of 34,000 food parcels) being distributed from the food warehouse over the course of 24 weeks.
- 3.13 As lockdown and shielding measures began to ease in August so too did demand for emergency food. This led to a gradual handover of direct deliveries to the Community Care Hubs and wind down of the food warehouse and the Covid-19 helpline. Calls to the helpline are now diverted to the Local Welfare Support Scheme where referrals are being recorded and passed to Community Care Hubs to maintain provisions where necessary. This process has been in place since early September and demand is being monitored.
- 3.14 Leeds City Council Community Hubs reopened in July, with Covid-secure measures in place. Libraries are reopening on a phased basis and a number of Job Shops are reopening in October for pre-booked appointments.
- 3.15 Local Ward members have led our approach to support local relief efforts and this has proved invaluable in ensuring that our response to those who needed support was fit for purpose and tailored to local needs. As part of this, Members have led on different approaches to maintain local connections in their local communities, as highlighted in the following vignette.

Vignette 8: Virtual Residents Meetings

A range of approaches have been adopted, from virtual meetings that enable residents to raise issues during the meeting to more 'Question Time' events, all of which enabling the opportunity to listen and respond to local residents concerns and questions.

- 3.16 Partners are also exploring different ways of engaging with local residents, striving to stay connected and listen to local needs.

Vignette 9: Lincoln Green Online Community Engagement (Engagement HQ)

Housing Leeds are working alongside the Communities Team and East Street Arts with a view to including a number of consultations within the launch of 'Your Voice Leeds' – an online community engagement platform. The web based platform allows residents to give feedback, share ideas, take part in discussions and surveys/polls etc. Housing aim to go live and invite residents to take part in the consultation projects later in October. The platform will provide a new channel to engage with a broader range of residents as possible.

¹ This information represents data collected by the council and does not capture all the work being delivered by partners and third sector organisations. The first 24 weeks represents the time the food warehouse was in operation from week commencing 23 March to week ending 6 September.

- 3.17 During Covid-19, the Council has gone above and beyond to ensure that its citizens are safe at this time. The following vignette provides an example of work to support our migrant communities, further details and examples can be found in the Executive Board report: Annual update on the strategic approach to migration in Leeds, October 2020.

Vignette 10: POMOC (Help)

The team, in partnership with other services, led and delivered the POMOC service through a virtual weekly drop in to targeted eastern European communities. Referrals were received from local, statutory services and churches, to provide support to service users mainly from priority neighbourhoods, around welfare, housing, EU Settlement Scheme and further signposting. Since May 2020 this service has received approximately 50 referrals and a further two drop-ins were set up to meet demand. This will continue until face-to-face contact is resumed.

- 3.18 A further example of this being the development of an innovative partnership with a multi-faceted approach to respond to the issue of street drinking on a busy Harehills thoroughfare, bordering Burmantofts and Richmond Hill. Traditionally, the approach to street drinking has been to deploy disruption and enforcement approaches, going forward partners are working on a much more restorative person centred approach.

Vignette 11: Street Drinking

A multi-agency partnership has been launched, comprising of Elected Members from both Burmantofts and Richmond Hill and Gipton and Harehills Ward and representatives from Leeds City Council, Public Health and the Police. The partnership's objective is to tackle the issue of problem drinking in the heart of one of Leeds' busiest neighbourhoods. Whilst both disruption and enforcement will form part of the approach, there will be an outreach offer to provide pathways to support for the cohort of individuals who regularly gather to consume alcohol. In addition to this, there will be a push to engage with local businesses, particularly off-licences, to become more responsible retailers.

- 3.19 Local Care Partnerships (LCPs) have been working hard to support local communities throughout the pandemic, focusing not only on the physical health and wellbeing of patients, but also social and economic support. A number of LCPs have set up a 'Developing You' programme, which is a free 10 week course to help people cope better with day-to-day activities and give them the opportunity to learn about themselves and the next steps that are right for them. Along with sessions on looking for and finding a job there are sessions with local employment and health support providers and access to volunteering opportunities and job opportunities. A further example of LCP support is highlighted through the following vignette.

Vignette 12: HATCH bid LCP – West Yorkshire & Harrogate: Health Inequalities Grant Fund

HATCH Local Care Partnership (LCP) have secured funding to work directly with families to ensure the inequalities gap experienced by low income families is not widened for those asked to shield for a prolonged period of time. An asset based approach is being adopted, which builds on the strengths of families rather than a gift model that 'rescues' people who are shielding. A plan will be made with the family, identifying gaps, issues and concerns that are surfacing. All aspects of health and wellbeing will be considered and the resources of all partners in HATCH will be available.

- 3.20 During lockdown youth providers moved quickly to embrace new ways of working moving away from face to face group work, utilising digital platforms and keeping in touch by telephone so they could continue to engage with young people.

Vignette 13: Youth providers

Youth providers have been using digital platforms to engage with young people, examples include chat rooms, online CPR sessions, support with schoolwork and Bike 100 mile challenge and couch to 5k challenge. Youth Service have been working alongside the Neighbourhood Policing Teams providing detached youth work to engage with young people and reinforce the Covid-19 guidelines. Funding has been secured to put together activity and information packs, inclusive of activity booklets, young person friendly Covid-19 information and advice materials on coping with stress. Cardboard boxes filled with resources to promote play, physical activity and art/design have also been delivered to the doorsteps of the most vulnerable families.

Vignette 14: Healthy Holidays

Throughout the summer holidays there has been an impressive collection of Healthy Holidays programmes, which have taken place despite the significant challenges Covid-19 has presented. They have been delivered by the third sector, Leeds City Council and local schools. The provision has varied across the city and has included socially distanced activities predominantly outside, activities delivered to children and young people to do at home, online activities and the provision of food.

- 3.21 Public Health have been working with a wide range of partners to develop and implement the Leeds Outbreak Control Plan for the city. The following vignette provides an example of localised implementation.

Vignette 15: 'Pop up' Covid-19 test centre in Harehills

In response to a clustering of cases in LS8, Public Health, Communities, Housing and Adult Social Care, along with third sector volunteers, worked extremely hard to set up and run the 'pop up' Covid-19 test centre at the Bilal Centre in Harehills. This partnership door knocked on local streets and engaged local people, raising awareness of key messages and the local testing offer. Volunteers from Voluntary Action Leeds (VAL) were able to support the door knocking with community languages (Czech, Urdu and Punjabi). The 'pop up' centre was well attended by local residents and the testing positivity rate was high (suggesting effective engagement). Positive and strong communication through Bilal centre's Facebook and WhatsApp platforms have helped us raise awareness of the testing site with over 300 members. Local ward members have played a key role in shaping our approach and promoting and engaging with local residents through posting repeatedly on the Inner East Community Committee Facebook page, and local radio – Breeze and Fever FM. The success of the centre was a testament to partnership working across the Council and the wider system. Following a recent visit by a Number10/Cabinet Office Covid taskforce, Leeds was commended for displaying 'huge evidence of collaborative approach across partners and engagement with communities.'

Big Asks

- 3.22 Priority neighbourhood core teams continue to work hard to progress key programmes of work, where possible. The following vignettes provide examples of recent programmes of work.

3.23 Cliftons and Nowells:

Vignette 16: Nowell Mount Youth Hub and Nowell Mount Park

Nowell Mount Youth Hub: Over £200,000, capital funding has been sourced to build an extension to Nowell Mount Children's Centre. Despite losing 8 weeks during lockdown, works have continued and the building has now been formally completed. The extension will enable the creation of a youth and community centre. The Communities Team are working with CATCH, BARCA, Youth Service, Active Leeds and Nowells Community Group to explore next steps in terms of youth activities. Applications are currently being developed for the next round of West Yorkshire's Violence Reduction Unit (VRU) funding for 2020/21 to fund some key anchor youth/ community based organisations for the next 6 months to support the Covid recovery phase in the Nowells.

Nowell Mount Park: Over £60,000, funding has been secured through CIL, Inner East Housing Advisory Panel and Ministry for Communities Housing and Local Government to enhance Nowell Mount Park. Installation of recreational play equipment ceased when lockdown commenced, this has now resumed and is nearing completion. The new equipment includes gym equipment and various play elements.

3.24 Lincoln Green:

Vignette 17: Lincoln Green investment plan

Following a discussion at the inaugural Neighbourhood Improvement Board, a cross service approach to regenerating Lincoln Green is underway. The purpose of this project is to guide the development of the Lincoln Green Investment Plan. The Investment Plan will set out the actions required to deliver physical regeneration within the Lincoln Green area over the next 10+ years, identify the investment appetite and avenues for securing the required investment. The project will seek to provide regeneration solutions to address market failure, promote good growth and community/social wellbeing in line with the city's core strategies for inclusive growth, health and wellbeing and climate emergency. The project will explore the dilemmas faced by Lincoln Green, with the risks and opportunities of taking several courses of action clearly articulated in the options appraisal and subsequent Investment Plan. The investment plan is being driven by a project team with officers from the council's Regeneration Team, Asset Management Team, Communities Team, Public Health Partnerships Team, Housing Leeds and Highways.

3.25 Recreations:

Vignette 18: Streets for People

Following a briefing at the core team, where partners raised the need for improvements. Highways supported the development of local proposals and were successful in acquiring £1 million from the Department of Transport and West Yorkshire Combined Authority to transform streets in the Recreations area of Holbeck, creating additional greenspace and a safer environment, as part of the Streets for People initiative. Following initial consultation, officers engaged in the project had their duties reassigned as part of the Covid-19 response however, traffic engineering are looking to start the reengagement of this project soon and hope to bring forward a design developed from the community consultation, within the next 6-8 weeks.

3.26 Boggart Hill:

Vignette 19: Kingsdale Court

The Neighbourhood Improvement Board in April 2019, agreed to consider a long-term comprehensive solution to the challenge of Kingsdale Court, utilising the full powers of the Council and partners to tackle this site in the short, medium and long term. As part of landmark action taken by the Leeds Anti-Social Behaviour Team (LASBT) and West Yorkshire Police at Leeds Magistrates Court in February 2020, a three-month closure order was subsequently granted for each flat located in Farnley House (the worst block) with a further extension to this order being kept in place until August 2020. An additional closure order was granted for Gilstead House, and extended until November 2020. In securing these orders, this is the first time wholesale action has been taken against private sector leaseholders and administrators in one block. In addition, the Development Department are currently considering a longer term strategy for the Kingsdale Court site.

Boggart Hill, Rein Park

Rein Park now has a performance circle and new trees installed as the first phase of £200k of improvements. Work continued over the summer to engage the community in proposed works through playful activities delivered in the mini play boxes that went out to local families. Xplorer a family friendly, fun navigation challenge session was also held in the park encouraging families to get active and explore their surroundings.

3.27 New Wortley

Vignette 20: Regeneration and connectivity

Following discussions around regeneration and connectivity opportunities at the January 2020 NIB meeting, partners are coming together to explore opportunities around the British Gas site, the Armley Gyratory and connectivity to the city centre. New Wortley Community Centre's Chief Executive has also been invited to the October Anchor Institution meeting, to present opportunities for collaboration with the group.

3.28 Beeston Hill:

Vignette 21: Bin yard improvements

A central capital injection of £125,000, which was boosted by financial allocation from local Elected Members through their capital budget, was approved to deliver ward improvements to bin yards. Following extensive consultation with elected members in response to local challenges around waste management, flytipping and public health concerns it was agreed that bin yards in Beeston Hill should be targeted for improvement. During lockdown the bin yards have been removed and traditional wheelie bins replaced by 1,100 litre euro bins housed in bespoke metal frames. This work has significantly improved the local infrastructure and service outcomes. Groundworks were commissioned to deliver the project and alongside the building work there has been conversations with residents regarding the transition of bins and what they should do with their waste.

Learning from pandemic: locality working

3.29 Under these very difficult circumstances it is evident that there has been a real desire to be more companionate and demonstrate humanity in our way of working. Locality working responses have taken a person centred approach, creating opportunities for human contact physically, where possible or digitally. Partners have worked hard to make every contact count, to support those most in need and get them the support that they need. Creating a sense of hope that their situation can be improved and sustained over time.

3.30 The role of the community and the call to action for volunteers at the outset of the pandemic, is a great example of how communities came together to support each other at a time of greatest need. The significance of which helped to support those

shielding, social isolating and those in financial hardship, to maintain a life-line through the local authority, third sector and volunteers to sustain their basic needs. This support continues as we head into the winter months.

- 3.31 The last eight months have seen partners work in an unprecedented fast paced environment, with very difficult problems and challenges to overcome. Partners have had to come together rapidly to bend and flex our systems to respond to local and citywide needs. This has had a powerful impact on achieving the seemingly unachievable at times, and demonstrates that we can get our systems working better for us.
- 3.32 Undoubtedly, the way that locality working has evolved and the connections it has made between the delivery of integrated services in neighbourhoods and the engagement of the communities of Leeds has underpinned a significant part of the COVID-19 response in the city with positive and effective collaboration across council directorates and with partner organisations at neighbourhood level. It is timely now to consider what we have learnt from the experience of the last six months, hardwire the best of it into the council's working practices and ensure that it drives organisational design activities in the months to come. The delegation of budgets to communities will be reviewed as part of this as clarity emerges from the budget position response.

Neighbourhood Improvement Board Neighbourhood Improvement Board (NIB) - supporting the impact of Covid-19 in our most disadvantaged communities

Neighbourhood improvement Board (NIB)

- 3.33 The city wide Neighbourhood Improvement Board provides strategic oversight of locality working in our priority neighbourhoods, and consists of senior representation from within the Local Authority, NHS, Police and Third Sector.
- 3.34 It is chaired by the Executive Member for Communities, who has been resolute in the board's ambition to tackle poverty and reduce inequalities in our most disadvantaged communities. The Chair of the Neighbourhood Improvement Board has supported the locality working approach from inception, observing and championing the impact demonstrated throughout this report from integrated multi-disciplinary locality working approaches.
- 3.35 An update report was recently submitted to the October Executive Board meeting. The report received positive feedback and Executive Board approved a number recommendations, in particular the engagement of other scrutiny boards in locality working and the consideration of the implications of the work to date for organisational development and design work in the council.

Performance management framework for locality working

- 3.36 We have been working to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Profiles have been developed for each priority neighbourhood to track changes over time.
- 3.37 However, Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, 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 and the outcomes in our most disadvantaged communities. Therefore, the performance management framework will form a focus of work going forward and profiles will be reviewed to take account of the emerging impact in our priority neighbourhoods.

Role of Community Committees

- 3.38 Discussions have begun with the 10 Community Committee Chairs, and more recently Community Safety Champions, where they have expressed their ambition for the champion roles to be more defined and structured. This would involve establishing a clear thread between themed activities taking place within the community committee area, through to structures that are more corporate. Discussions so far have included; developing a champion's role profile, strengthening their links to responsible Executive Members and key partners - for example, West Yorkshire Police, more direct involvement in strategic service reviews, and more cross committee work to tackle thematic issues and share good practice.
- 3.39 Furthermore, in order to build on the good work that has taken place locally through the leadership of local elected Members throughout the Covid-19 pandemic, discussions have begun on the development of a new Civic Engagement Champion role. The Civic Engagement Champion would support the work of the local third sector and encourage the creation of more local volunteering opportunities. A small elected member working group has met to make recommendation to the 10 Community Committee Chairs, who have recently agreed to pilot the new Civic Engagement Champion role in Inner South, Inner West, Inner North East and Outer East. The pilot will operate for 6 months, with feedback being provided back to the chairs before the start of the new municipal year. If approved the role will then be rolled out to the other committees and formally included in the Council's constitution.

Neighbourhood Improvement Board's response to Covid-19

- 3.40 Since the outbreak of the pandemic and lockdown, there has been a significant focus on combatting the impact of the Covid-19 crisis. The Neighbourhood Improvement Board reconvened in July 2020, with renewed vigour to address poverty and inequalities in our most disadvantaged communities, exacerbated further by the disproportionate impact of Covid-19.
- 3.41 At the July Neighbourhood Improvement Board meeting, NIB Board Members requested the development of a 'Covid-19 Crisis Recovery Plan: Locality Working', to build on the need to work differently due to the impact of Covid-19 and to ensure a continued focus on poverty and inequality in our most disadvantaged communities.
- 3.42 A Covid-19 Crisis Recovery Plan: Locality Working is in development and features six strategic strands:
- Strand 1:** Discovery: understanding the impact of Covid-19
 - Strand 2:** Locality working in priority neighbourhoods and target wards
 - Strand 3:** Locality Working: managing local outbreaks
 - Strand 4:** Role of the Third Sector
 - Strand 5:** Communication and engagement
 - Strand 6:** Strengthening the system and structures of locality working arrangements

- 3.43 The recovery plan will form a strong focus of the Neighbourhood Improvement Board going forward.

Scrutiny Board's support in the successful delivery of locality working

- 3.44 Improving outcomes in priority neighbourhoods requires a process of significant change and a 'can-do' approach from council services and departments. The Environment, Housing and Communities Scrutiny Board is well placed to provide leadership on this agenda, working alongside other scrutiny boards to co-scrutinise the engagement and contribution of all departments and services to the locality working approach. Scrutiny Board's support in the engagement of the other scrutiny boards has been invaluable to the successful delivery of locality working.
- 3.45 The Environment, Housing and Communities Scrutiny Board have requested that all Scrutiny Chairs consider their role in relation to how they can add value to the work of the Neighbourhood Improvement Board. This was reinforced at the Executive Board meeting in October 2020, at which a number of recommendations were approved, including the engagement of other scrutiny boards in locality working and consideration of the implications of the work to date for organisational development and design work in the council. There is the opportunity for this Scrutiny Board to inform the piece of work around organisational development and design.

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 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.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 An equality impact assessment was undertaken on the proposals to develop an approach to Locality Working in November 2017 (Appendix 1). Equality and Diversity is an integral part of the work on tackling poverty and inequality and strengthening the city's most disadvantaged neighbourhoods and communities. It is timely to refresh this equality impact assessment, to take account of current circumstances. It is planned for this to be undertaken over the next six months.
- 4.2.2 A new Communities equality improvement priority has been established which aims to 'Improve equality outcomes across the six priority neighbourhoods'. Published alongside the rest of the council's equality improvement priorities for 2018 – 2022, progress is included within the annual update. This priority helps to include equality considerations within all aspects of work in the priority neighbourhoods.
- 4.2.3 Equality of access to services and communication has been identified as an initial priority across all six-priority neighbourhoods. Several of the communities are very diverse, with higher than average numbers of new communities with language barriers and low levels of ability to read and understand written English across all communities, whilst in other areas there is evidence of a higher degree of settled communities facing more entrenched poverty.

- 4.2.4 There are several examples of improving access to services, empowering communities to be confident enough to do more for themselves and addressing some of the presenting symptoms of poverty. Whilst targeted interventions across the six priority neighbourhoods have largely tackled poverty, a number of equality characteristics have been supported. The City Listening Project, for example, has ensured that women living within priority neighbourhoods as well as target wards have been supported to voice their views on issues facing women and it will inform the work of the Government Equality Office and it will be used within Leeds to inform decision-making.
- 4.2.5 We will continue to give due regard to equality to individual proposals through undertaking equality and diversity impact assessments when individual proposals for interventions are developed across the priority neighbourhoods.

4.3 Council policies and the Best Council Plan

- 4.3.1 The newly updated Best Council Plan 2020-2025 reflects the current Covid-19 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. Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, 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.
- 4.3.2 Locality working in our most disadvantaged communities, tackling poverty and inequalities, will be key to guiding the recovery period, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic.

Climate Emergency

- 4.3.3 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. Further exploration of the issues and potential solutions in respect of our most disadvantaged neighbourhoods is planned following the state of the city meeting on the climate emergency held on the 3rd of February 2020.

4.4 Resources, procurement and value for money

- 4.4.1 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.

4.4.2 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.

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

4.5.1 The city's existing neighbourhood improvement architecture has been re-shaped and a citywide neighbourhood improvement board led by the Executive Member for Communities 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.

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

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

4.5.4 This report is eligible for call-in.

4.6 Risk management

4.6.1 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 has 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.

4.6.2 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.

4.6.3 This approach also seeks to mitigate against deterioration in our most disadvantaged neighbourhoods, and a worsening of these neighbourhoods nationally in future IMD analyses. Moreover, we will not deliver against our key aim of tackling poverty and inequality and delivering on our ambition to be a compassionate city.

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

4.6.5 Furthermore, 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.

5. Conclusions

- 5.1 The locality working approach supports the council's ambition to improve the city's most disadvantaged neighbourhoods through the Best Council Plan priorities and it is integral to Inclusive Growth, Health and Wellbeing and the Climate Change Emergency, focusing its efforts on interventions to tackle poverty in our most disadvantaged neighbourhoods and helping to develop thriving, more resilient communities.
- 5.2 This report demonstrates the positive impact that locality working is having, how it is making best use of the physical and human assets we have in our local areas and how we are harnessing the community spirit within our localities. It is rooted in the democratic accountability of local ward members to their wards, community committees, strong community leadership and early intervention.
- 5.3 Bringing people together, from councillors, individual residents, businesses, community and faith groups, community leaders and public sector bodies, to create a focus around our most disadvantaged communities to target investment and resources. Our expected outcomes in the medium to long term is to see an increase in active citizenship and more community ownership of issues, challenges and solutions. Building community resilience is key to driving this change requiring investment and continual buy-in of all those involved and impacted.
- 5.4 Working closely with the Environment, Housing and Communities Scrutiny Board is helping to continually shape locality working and this scrutiny board's support in working with other Council scrutiny boards will help to deliver the council's ambition for a system-wide approach with organisational development at its centre.
- 5.5 Six months on from the start of the coronavirus (Covid-19) pandemic in the UK, Leeds has navigated unprecedented challenges, which have evolved over the course of the pandemic. Covid-19 has had a significant negative impact on poverty and inequality in our most disadvantaged communities. In responding to these changing circumstances, our priority has not changed, and our focus remains in the most disadvantaged communities. Locality working partners have responded quickly and flexibly, adapting at pace to meet changing demands. The benefits of locality working, through more multi-disciplinary integrated ways of working have been illustrated throughout this report. This is a unique point in time, where we are seeing significant changes and the need to utilise our skills and expertise to reconfigure ourselves to operate as effectively and efficiently as possible has never been more important given the economic pressures facing public, private and third sector services. There is the opportunity to shape a refreshed locality-working framework that encompasses whole system change, with a move away from specialism silos to more integrated locality working multi-disciplinary approaches.

6. Recommendations

- 6.1 Environment, Housing and Communities Scrutiny Board are asked to consider the content of the report and agree the following recommendations. That this Scrutiny Board –
- 6.2 Note the positive comments of Executive Board following submission of a report to the October 2020 meeting.

- 6.3 Request that the Chief Officer for Communities work with the Chair of the Environment, Housing and Communities Scrutiny Board to push forward engagement on locality working with other scrutiny boards, in tandem with the wider ambition to take forward locality working through organisational development and design work in the council.
- 6.4 Request that the Directors of Communities and Environment, Housing and Resources, and City Development consider the implications of the progress to date for further improving the connectivity of the city's most disadvantaged neighbourhoods to economic opportunities and aligning capital investment programmes.

7. Background documents²

- 7.1 None

² The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Equality, Diversity, Cohesion and Integration Impact Assessment



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

Directorate: Communities and Environment	Service area: Communities
Lead person: Shaid Mahmood	Contact number: 0113 3789885
Date of the equality, diversity, cohesion and integration impact assessment: 3rd November 2017	

1. Title:
Locality Working – Tackling Poverty and Reducing Inequalities

Is this a:

Strategy /Policy **Service / Function** **Other**

If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Jane Maxwell	Leeds City Council	Manager of Service
Bash Uppal	Leeds City Council	Manager of Service
Martin Dean	Leeds City Council	Manager of Service
Liz Jarmin	Leeds City Council	Manager of Service
Lelir Yeung	Leeds City Council	Specialist
Pauline Ellis	Leeds City Council	Specialist

3. Summary of strategy, policy, service or function that was assessed:

To develop and deliver a new place-based and more integrated approach to service delivery to tackle poverty and reduce inequality in the city's most challenged neighbourhoods, moving away from the arbitrary geographical split of the three 'wedges' in the city and being more focused around our most deprived 1% of neighbourhoods. This

approach will be achieved by -

- Prioritising collective work and endeavour in targeted wards and priority neighbourhoods.
- Using the capacity and capability of council staff and the council's partners more effectively to deliver joint interventions.
- Working with and alongside community committees and residents in those neighbourhoods supporting local people to do more for themselves and for others.
- Influencing culture change in the council by doing things differently and with a Can Do approach.

4. Scope of the equality, diversity, cohesion and integration impact assessment

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan

(please tick the appropriate box below)

The vision and themes, objectives or outcomes	<input checked="" type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>

Please provide detail: Tackling Poverty, Reducing Inequalities: A change in focus using joint interventions between council services and those that are delivered by our partners in a more integrated services approach around specific neighbourhoods developing more resilient communities.

4b. Service, function, event

please tick the appropriate box below

The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>

1.1 **Please provide detail:**

5. Fact finding – what do we already know

In May 2016, the council initiated a review of the way we work together locally across the council and with our partners. It was initiated following an analysis of the Indices of Multiple Deprivation 2015 data set and a workshop with key service representatives on how things were feeling in our most disadvantaged neighbourhoods in the city. The review was led by the Director of Communities and Environment and the Chief Officer Communities working alongside a cross council team of Chief Officers and Heads of Service. The review sought to develop an approach to improving outcomes across the city, for our most deprived and challenged neighbourhoods and for cohorts of people vulnerable to the effects of poverty, inequality, or at risk of safeguarding, vulnerability and cohesion related issues. In tackling such issues, a significant contribution could be made to supporting key council priorities, including reducing the number of looked after children and supporting vulnerable adults and developing more resilient communities.

At the heart of the council's plan 2017/18 is the tackling of poverty and the reducing of inequalities. Poverty is undoubtedly complex with a range of factors that contribute to its proliferation and this past decade has been challenging for many of the people of Leeds. The national Indices of Multiple Deprivation data¹ set clearly articulates that in Leeds in 2015² there are now sixteen lower super output areas (LSOA) in the worst 1% of neighbourhoods nationally.

The national Indices of Multiple Deprivation data for 2015 demonstrates that some neighbourhoods in the city of Leeds have become poorer and outcomes for these neighbourhoods have deteriorated with increasing poverty and inequality. There are sixteen neighbourhoods in Leeds that are categorised as being in the most deprived 1% of neighbourhoods nationally. Whilst it is understood that poverty is complex and is influenced by a range of contributory factors it is clear that without a change in focus comprising of joint interventions from council services working alongside those that are delivered by our partners in a more integrated services approach around specific neighbourhoods, the deleterious effects of poverty and inequality will exacerbate the already challenging circumstances faced by citizens in our poorest neighbourhoods.

Work has taken place to understand the demographics of the local population in our most challenged neighbourhoods to prioritise the proposed changes and enable the targeting of services in an approach that encompasses joined up universal, targeted and specialist services at neighbourhoods level.

The engagement of local ward councillors in their wards is of critical importance in developing a more targeted service approach. Their role as local democratic leaders in shaping their places, having oversight of and driving neighbourhood improvement activity against an agreed plan, and their skills in managing the relationship with stakeholders and services is crucial if we are to make tangible differences in our inner city wards that contain the sixteen most deprived 1% of neighbourhoods nationally or that have significant

¹ The index is calculated from seven domains of deprivation (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464431/English_Index_of_Multiple_Deprivation_2015_-_Infographic.pdf) ranging from income, employment, education, health, crime, barriers to housing and services and the living environment, weighted in that order of priority. It can be used to compare small areas across the country and larger local authority areas and it can be used to look at changes in relative deprivation between the historical versions so that the ranks of neighbourhoods between one IMD census and the next can be compared.

² <https://www.gov.uk/government/statistics/english-indices-of-deprivation-2015>

community cohesion issues and where we are aware of tension and conflict. These priority wards already have neighbourhood improvement plans in place and it's important that the embryonic work continues and is advanced in the coming years.

At a city wide level, the 10 community committees that have been developed since 2014 and have built on many years of experience in locality working, remain as a construct for universal approaches to wider wellbeing, aligning strategic priorities and the ambitions of locality working with local communities to deliver joint action. They are very much core to our 'Go Local' approach with ward members from three or four wards at the heart of these arrangements, linked through their chairs to the executive member for communities and through their community committee champions to cabinet portfolio holders.

Are there any gaps in equality and diversity information
Please provide detail:

Specific equality data for each of the priority neighbourhoods

Action required:

Detailed equality analysis for each priority neighbourhood.

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes

No

Please provide detail:

The following individuals and groups have been consulted and engaged throughout the locality working review and the design of the new arrangements and approach to locality working: Executive Member for Communities; Executive Board Members; CLT; BCLT; Chief Officers and Heads of Services; BCLT Echo events; West Yorkshire Police; Health; Third Sector leadership; Community Committee Chairs Forum; Stronger Communities Breakthrough Programme Champions, the Housing, Communities and Environment Scrutiny Committee Working Group

Action required:

Development of specific involvement and engagement plans for each priority neighbourhood involving key local stakeholders.

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Carers

Disability

Gender reassignment

Race

Religion or Belief

Sex (male or female)

Sexual orientation

Other Poverty

Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify

Potential barriers.

Built environment

Location of premises and services

Information and communication

Customer care

Timing

Stereotypes and assumptions

Cost

Consultation and involvement

Financial exclusion

Employment and training

Please specify

The overarching approach that is proposed will have all of the potential barriers listed above. These are likely to be different for each priority neighbourhood and this will be identified in each delivery plan.

8. Positive and negative impact

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

8a. Positive impact:

Tackling poverty and inequality in the sixteen neighbourhoods that are categorised as the most deprived 1% of neighbourhoods nationally.

Action required:

Monitoring the effectiveness of work undertaken in the priority neighbourhoods

8b. Negative impact:

Perception that the approach is dependent only on the redistribution of resources to the targeted neighbourhoods rather than an opportunity to do things differently with existing resources and joined up service interventions that enable local people to do more for themselves and for others.

Action required:

Communications plan

9. Will this activity promote strong and positive relationships between the groups/communities identified?

Yes

No

Please provide detail:

There will be the promotion of strong and positive relationships in the priority neighbourhoods.

Action required:

Communication and effective and continued engagement with all stakeholders across the City by the council and by partners.

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)

Yes

No

Please provide detail:

The proposal is to work with groups and communities in the priority neighbourhoods to tackle poverty and inequality

Action required:

Appropriate involvement and engagement that works with and across priority neighbourhoods which

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

Yes

No

Please provide detail:

Perceptions around the redirection of resources from other geographical locations rather than an opportunity to do things differently in a more focused and collective way with existing resources.

Action required:

Communication involvement and engagement

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Produce equality analysis for each priority neighbourhood (to include other relevant data, such as, Hate Crime)		Equality data sets	
Develop appropriate involvement and engagement plans for each priority neighbourhood which are inclusive of all stakeholders and residents		Involvement and engagement plans implemented	
Identify potential barriers on who may be affected (as highlighted in section 7)		Actions identified and considered	
Consider effective monitoring of impact on equality for each priority neighbourhood		Monitoring information	
Develop a communication plan for each priority neighbourhood and the wider city		Effective communications in place	

13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Shaid Mahmood	Chief Officer Communities	3 rd November 2017
Date impact assessment completed		3rd November 2017

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

As part of Service Planning performance monitoring

As part of Project monitoring

Update report will be agreed and provided to the appropriate board
Please specify which board: Executive Board and City wide
Neighbourhood Improvement Board (to be set-up January 2017).

Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent: 6 th November 2017
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

This page is intentionally left blank

Report of Head of Democratic Services

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 12 November 2020

Subject: Work Schedule

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has consultation been carried out?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Will the decision be open for call-in?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1. Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the remainder of the current municipal year.

2. Background information

2.1 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.

3. Main issues

3.1 The latest iteration of the Board’s work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

3.2 Executive Board minutes from the meeting held on 21 October 2020 are attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

3.3 The Board will continue to maintain an agile approach to engagement in early budget consultation following initial discussions in September 2020.

Developing the work schedule

3.4 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.

3.5 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.

Covid-19 and Scrutiny Board meetings

3.6 The On 16 March 2020, in light of the Covid-19 pandemic, Leeds City Council took the necessary step to cancel a number of planned meetings of various Committees, Boards and Panels. This included all Scrutiny Board meetings and any joint scrutiny arrangements where the Council acts as the lead authority.

3.7 In cancelling Scrutiny Board meetings it was acknowledged that, after the urgency of the initial stages of the pandemic response, there would be opportunity to reflect and identify any lessons learned across different service areas and statutory local authority scrutiny functions would have an important role to play in this process.

3.8 With Council services focused on the urgent pandemic response and subsequent city recovery plan, the usual collaborative process of annual work programming for Scrutiny Boards was also suspended. However, in May 2020 all Scrutiny Boards were briefed on decision making relating to the areas of the pandemic response that fell within their respective remits and this may influence members’ priorities for the 2020/21 work programme.

3.9 In June 2020 remote public sessions of all Scrutiny Boards were introduced. There is a degree of continuing uncertainty about how future meetings will be hosted – they may be hosted remotely, be buildings-based or involve a hybrid approach. However, all meetings have been scheduled in such a way as to ensure they can continue to be resourced remotely if that is the required approach.

4. Consultation and engagement

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

4.2 Equality and diversity / cohesion and integration

4.2.1 The Scrutiny Board Procedure Rules 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'.

4.3 Council policies and the Best Council Plan

4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

Climate Emergency

4.3.2 When considering areas of work, the Board is reminded that influencing climate change and sustainability should be a key area of focus.

4.4 Resources, procurement and value for money

4.4.1 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.

4.4.2 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.

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.

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

4.5.1 This report has no specific legal implications.

4.6 Risk management

4.6.1 This report has no specific risk management implications.

5. Conclusions

- 5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

6. Recommendations

- 6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2020/21.

7. Background documents¹

- 7.1 None.

¹ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2020/2021 Municipal Year

June	July	August
Meeting Agenda for 18 June 2020	Meeting Agenda for 9 July 2020	No Scrutiny Board meeting scheduled.
<p>*REMOTE SESSION*</p> <p>Outcome of the consultation on the proposals for the land currently occupied by Temple Newsam Golf Course</p> <p>Safer Leeds (verbal update)</p>	<p>*REMOTE SESSION*</p> <p>Volunteer Hubs – learning lessons to ensure the future resilience of the 3rd sector</p> <p>Referral to Scrutiny: Nitrous Oxide (Cllr Robinson)</p>	
Working Group Meetings		
	Discussion re: parameters of River Cleanliness Inquiry	
Additional Notes		
	Request for detailed Nitrous Oxide Report	

Page 53

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 2020/2021 Municipal Year

September	October	November
Meeting Agenda for 24 September 2020	Meeting Agenda for 15 October 2020	Meeting Agenda for 12 November 2020
<p>Waste Management Services: update on the recommendations of the 2018 scrutiny inquiry [PM]</p> <p>LASBT Review: update following the introduction of changes to the service in early 2020. [PSR]</p> <p><i>Work programme to include: update on River Cleanliness inquiry & Statement regarding volunteer hubs to be noted</i></p>	<p>Housing Activity Update [PM]</p> <p>Budget consultation – review of September proposals</p> <p><i>*Nitrous Oxide report to inform discussion around work programming in response to referral*</i></p>	<p>Locality Working and Priority Neighbourhoods [PM]</p> <p>Voluntary Sector: reflections on lessons learned from the Covid 19 experience [following July 2020 discussion]</p>
Working Group Meetings		
Budget – Early Consultation - 25 September 10am-12pm	28 October 2-4pm River Cleanliness	25 November 2-4pm River Cleanliness 16 November 1.30-3.15pm Budget Consultation [Oct/Nov Proposals]
Additional Notes		

Page 54

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 2020/2021 Municipal Year

January	February	March
Meeting Agenda for 14 January 2021	Meeting Agenda for 25 February 2021	Meeting Agenda 25 March 2021
<p>Reducing Poverty and improving Financial Inclusion – update report, including impact of Universal Credit. (PSR)</p> <p>Financial Health Monitoring and Initial Budget Proposals [PDS]</p> <p>Performance monitoring</p>	<p>Standards in the Private Rented Sector – update report [PSR]</p> <p>CEAC update on progress and activity</p> <p>Parking Strategy and Management update [PM]</p>	<p>Fuel Poverty Update / Energy Efficiency in Council Housing Stock / Carbon reduction in the Private Rented Sector [PM]</p>
Working Group Meetings		
		<p>Universal Credit Update: Service user experience as per discussions in January 2020 <i>Current deferral in light of CV19 impact</i></p> <p>Best Council Plan [PDS] – deferred until Sept 2021 EB</p> <p><i>Clean Air Zone – post implementation review</i></p>
Site Visits		
Fireworks partnership, following the 2020 referral to scrutiny		

Page 55

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

This page is intentionally left blank

EXECUTIVE BOARD

WEDNESDAY, 21ST OCTOBER, 2020

PRESENT: Councillor J Blake in the Chair

Councillors R Charlwood, D Coupar,
S Golton, J Lewis, L Mulherin, J Pryor,
M Rafique and F Venner

SUBSTITUTE MEMBER: Councillor A Lamb

APOLOGIES: Councillor A Carter

48 Substitute Member

Under the provisions of Executive and Decision Making Procedure Rule 3.2.6, Councillor Lamb was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

49 Exempt Information - Possible Exclusion of the Press and Public

There was no information designated as being exempt from publication or confidential considered at the meeting.

50 Late Items

Agenda Item 17 - Update on Coronavirus (Covid-19) Pandemic – Response and Recovery Plan

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Update on Coronavirus (COVID-19) Pandemic – Response and Recovery Plan'.

Given the scale and significance of this issue, it was deemed appropriate that a further update report be submitted to this remote meeting of the Board. However, due to the fast paced nature of developments on this issue, and in order to ensure that Board Members received the most up to date information as possible, the report was not included within the agenda as originally published on 13th October 2020. (Minute No. 64 refers).

Agenda Item 19 - Improving Air Quality in the City (Clean Air Charging Zone (CAZ) Update)

Although not a formal late item of business, in advance of the meeting Board Members had received copies of correspondence received from Government regarding the outcomes of the joint review which had been undertaken with Government into Leeds' compliance with the legal requirements for air quality levels and the future of the CAZ. (Minute No. 66 refers).

51 Declaration of Disclosable Pecuniary Interests
There were no Disclosable Pecuniary Interests declared at the meeting.

52 Minutes
RESOLVED – That the minutes of the previous meeting held on 24th September 2020 be approved as a correct record.

CHILDREN AND FAMILIES

53 Fostering Service Annual Report
The Director of Children and Families submitted a report providing an update on the work undertaken by the fostering service between the period April 2019 and March 2020. Whilst the report provided information on developments across the service during the relevant period, more specifically it also presented details regarding the activity in relation to the recruitment and retention of foster carers in Leeds.

By way of introduction to the report, the Executive Member highlighted a number of key points including: the significant increase in the number of expressions of interest received regarding fostering; the aim of increasing the number of current foster care placements available to children and young people cared for by Leeds and to reduce the use of external residential and Independent Fostering Agency placements; developments in respect of Special Guardianship Orders; the aim of Leeds to become a foster friendly employer; and the priority of increasing the number of foster carers available to support unaccompanied asylum seeking children.

Responding to a Member's enquiries, the Board received further information and discussed a number of issues, including: the actions being taken in Leeds towards decreasing external residential placements, increasing the number of foster carers in Leeds, reducing the number of children coming into care, the current position regarding the residential estate and the benefits of Special Guardianship Orders and Kinship Care.

RESOLVED –

- (a) That the contents of the submitted report, be received, and that the Board's continued support for the work of the Fostering Service and the aim of promoting the best outcomes for children, be confirmed;
- (b) That support for the following specific recommendations be agreed:-
 - (i) To increase the number of current foster care placements available to children and young people cared for by Leeds and to reduce the use of external residential and Independent Fostering Agency placements for children cared for by Leeds;
 - (ii) To develop the offer, in partnership with Child Friendly Leeds, of additional activities and enrichment for fostering families;
 - (iii) To increase the diversity of our foster carers so that it matches that of the communities we serve and the children we care for;

- (iv) To increase our ability to meet a wide range of children’s complex needs by developing a broader service offer underpinned by an enhanced training programme;
 - (v) To continue with our work with colleagues in West Yorkshire to improve and enhance the offer for Foster Carers taking on Special Guardianship Orders;
 - (vi) For Leeds City Council to achieve ‘Foster Friendly Employer’ status.
- (c) That it be noted that the officer responsible for the implementation of such matters is the Deputy Head of Service, Corporate Parenting.

HEALTH, WELLBEING AND ADULTS

54 Recommissioning of the Learning Disability and Autism Care and Support Services

The Director of Adults and Health submitted a report which noted that existing block contract arrangements with Aspire were due to expire on 31st July 2021, and as such, outlined proposals for the re-commissioning of the services currently provided through the block contracting arrangements and proposed the commencement of associated consultation, as appropriate.

In introducing the report, the Executive Member highlighted how in considering the different commissioning arrangements, there was an opportunity to ensure that the re-provisioned services had a focus on personalised and strengths based approaches.

Responding to a Member’s enquiry, the Board was provided with further information on the actions being taken by Aspire to develop their base outside of the Council.

RESOLVED -

- (a) That agreement be given for different approaches to be followed for the different areas of service, based upon existing commissioning arrangements for similar services, current expertise and the capacity in the market, and also based upon the financial implications of the different scenarios, with the following being progressed further, including through formal consultation:
 - (i) **Supported Living** – commission the services from Aspire through individual spot purchasing arrangements, as per Scenario 4.1 (b) as detailed within Appendix 3 to the submitted report;
 - (ii) **Respite and Emergency Respite services** – undertake market sounding and procure the services through a competitive tender process, as per Scenario 4.2 (b) as detailed within Appendix 3 to the submitted report;
 - (iii) **Day Opportunities** – commission the services from Aspire through individual spot purchase arrangements, as per Scenario 4.3 (b) as detailed within Appendix 3 to the submitted report.

- (b) That it be noted that the Deputy Director of Integrated Commissioning will lead and progress this work.

55 Living with Dementia in Leeds – our strategy 2020-25

The Director of Adults and Health submitted a report which provided an overview of the progress which had been made in this area since the previous strategy “Living Well With Dementia In Leeds” was produced in 2013 and also in respect of the development of a refreshed strategy for the period 2020-25.

Members welcomed the update and the information provided within the submitted report.

RESOLVED -

- (a) That the strategy document “Living With Dementia In Leeds - Our Strategy 2020-25”, as appended to the submitted report, be agreed;
- (b) That the establishment of the Leeds Dementia Oversight Board and its role to oversee the Leeds Dementia Action Plan and ensure that the strategy is implemented, be noted;
- (c) That it be noted that the design of the ‘Plan on a Page’ and strategy document, as appended to the submitted report, will be reviewed in order to align with the Leeds Health and Wellbeing Strategy branding and format;
- (d) That the role of the Commissioning Programme Lead - Dementia, in the co-ordination of work to progress the strategy, be noted, with it also being noted that this work will be supported by the partnership and governance arrangements as described within the submitted report. With the Board also noting that this is a joint role working for both the Council and NHS Leeds Clinical Commissioning Group;
- (e) That the role of Elected Members in supporting and monitoring the progress being made in respect of the strategy, be acknowledged.

56 The Leeds Carers Partnership Strategy

The Director of Adults and Health submitted a report presenting the new Leeds Carers’ Partnership Strategy entitled: ‘Putting carers at the heart of everything we do’. The report highlighted how the strategy set out 6 priorities that the Leeds Carers’ Partnership proposed were the key areas that needed to be focussed upon in order to promote the health and wellbeing of carers in Leeds, and to reduce the health and financial inequalities that carers experience due to caring.

Members welcomed the information provided within the submitted report, with a request that, as appropriate, further update reports were provided to the Board regarding the provision of support for carers, with Members highlighting the need to continue to monitor the situation during such challenging times.

RESOLVED -

- (a) That the work of the Leeds Carers' Partnership in developing its strategy, be noted;
- (b) That the vision and priorities, as set out within the Leeds Carers' Partnership Strategy, as appended to the submitted report, be supported;
- (c) That it be noted that the design of the 'Plan on a Page', as appended to the submitted report, will be reviewed in order to align with the Leeds Health and Wellbeing Strategy branding and format;
- (d) That it be noted that the Head of Commissioning (Integration) and the Commissioning Programme Lead (Carers) will support and co-ordinate the implementation of the Leeds Carers' Partnership Strategy along with the Head of Primary Care (Proactive Care), NHS Leeds Clinical Commissioning Group.

ENVIRONMENT AND ACTIVE LIFESTYLES

57 Merger of Groundwork Leeds with Groundwork Wakefield and North Yorkshire and Leeds City Council's Future Role in Groundwork Yorkshire

The Director of Communities and Environment submitted a report which sought the Executive Board's support for the decision of the Groundwork Leeds Board to merge with Groundwork Wakefield and North Yorkshire in order to form a new organisation entitled, 'Groundwork Yorkshire' that would operate on a regional level.

Responding to a Member's enquiry, the Board was provided with clarification and reassurance regarding the status of a property on the balance sheet of Groundwork Leeds which was located in Morley, with it being noted that the property would transfer to Groundwork Yorkshire as part of the merger.

Further to this, responding to another enquiry regarding an existing liability in the form of a loan between Groundwork Wakefield and Wakefield Council, it was also noted that a legal agreement was in place confirming that the loan was specifically secured against a site in Wakefield, and as such would have no effect upon the building in Morley. In conclusion, officers undertook to provide the Member in question with a further briefing note on such matters.

RESOLVED -

- (a) That the decision of the Groundwork Leeds Board to merge with Groundwork Wakefield and Groundwork North Yorkshire, be supported;
- (b) That in endorsing the decision of the Groundwork Leeds Board (above), approval be given for Leeds City Council to dissolve its company membership of Groundwork Leeds and become a company member of Groundwork Yorkshire;

- (c) That the establishment of a Leeds Local Groundwork Partnership Board be approved, in order to provide local input into schemes and programmes that are to be developed in Leeds in partnership with Groundwork Yorkshire post-merger;
- (d) That the necessary authority be delegated to the Director for Communities and Environment, the Chief Officer Financial Services and the City Solicitor in order to enable those officers to conclude the final agreement of the deed of transfer and any other agreement needed to formalise and complete the transfer process.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute)

COMMUNITIES

58 Annual update on the strategic approach to migration in Leeds

The Director of Communities and Environment submitted a report which presented an overview on migration activity that had been delivered across the city over the past year, taking into account contributions in response to the impact of COVID-19 on vulnerable migrant communities by the Council during the pandemic. The report also looked to provide information on key migration population trends; national policy changes including the approach in place to support EU citizens living in Leeds; the new national asylum contract; and activities across the Council in relation to supporting new and emerging communities.

Members welcomed the update and the information contained within the submitted report, and extended their thanks to all officers and partner organisations involved in the provision of services for the migrant community in Leeds.

RESOLVED -

- (a) That the contents of the submitted update report on migration and on the related activity taking place, be noted, and that the approach being adopted within the migration strategy for Leeds, be endorsed;
- (b) That it be noted that the responsibility of the Director of Communities and Environment and the Executive Member for Communities for leading this work through the Council's 'Stronger Communities' Programme, be noted;
- (c) That the responsibility of the Chief Officer for Communities in leading the work of the Leeds Strategic Migration Board, and the Migration Team for providing strategic and operational direction for the city, be noted;

- (d) That the significant contributions made by services and partners towards supporting vulnerable households and migrant communities which have been disproportionately impacted by Covid-19, be acknowledged;
- (e) That a further annual update report be submitted in 2021.

59 Understanding and progressing the city's learning of the experience of people living a street-based life in Leeds

The Director of Communities and Environment submitted a report which presented the findings of the independent review of people living street-based lives in Leeds, which was appended to the submitted report.

By way of introduction to the report, the Chief Officer, Safer Leeds presented the key findings and recommendations of the independent review which had been undertaken into the experience of people living a street-based life in Leeds and provided details of the ongoing work in this area, under the three pillars of 'prevention', 'intervention' and 'recovery' which moving forward would look to progress such recommendations.

Responding to a Member's enquiries regarding the pillar of 'prevention', particularly in relation to the criminal justice system, the Board was provided with further detail on the work being progressed in this area, together with further detail in respect of the 'recovery' pillar, and the adopted approach which was now being taken towards the provision of support and accommodation for individuals, with an undertaking that further information on such matters could be provided to the Member in question, if required.

Also, Members discussed and received further information regarding the nature of the independent review which had been undertaken and the learning which was being taken from it. Members also received information on the liaison which continued to take place with Government on this issue and the further development of related services for the medium to long term, with a suggestion that a further report on such matters be submitted to the Board in due course.

On behalf of the Board, the Chair extended her thanks to Richard Jones, Independent Chair of the Leeds Safeguarding Adults Board together with all partners who had been involved in the production of the independent review report.

RESOLVED -

- (a) That the outcomes from the independent review of people living a street-based life in Leeds, as outlined in the Executive and Oversight Report, as appended to the submitted report, be received, with the key findings and recommendations of the independent review being noted;
- (b) That it be noted that the Director of Communities and Environment will take lead responsibility for considering the recommendations and progressing any changes proposed in accordance with Council

governance arrangements, working closely with other Directors and partners as required, through agreed governance arrangements;

- (c) That the excellent work of officers and partners across a range of services and sectors connected to the Street Support Partnership and the wider homeless network, during this difficult time for many, be acknowledged;
- (d) That the Council's Leadership Team be requested to receive an annual update report on the progress made in this area.

60 Locality working in our most disadvantaged communities: tackling poverty and inequality and Covid-19 recovery

The Director of Communities and Environment submitted a report that provided an update on the role of Community Committees and Elected Members in locality working, provided details of how the application of the principles for locality working were being progressed, highlighted the emerging impact of Covid-19 in Leeds' most disadvantaged communities and the social and economic interventions which were being made to address this and detailed the Neighbourhood Improvement Board's role in such matters.

Members highlighted the key partnership role which had been played by the Scrutiny Board (Environment, Housing and Communities), alongside cross-Scrutiny Board working in helping to develop the locality working approach which had been adopted.

In discussing the report, Members emphasised the vital role played by Neighbourhood Networks in communities, noted the effectiveness of locality working, with the response to the pandemic being given as an example, and highlighted the value of locality based decision making.

Responding to a Member's comments regarding the importance of ensuring a universal offer of provision across all communities in the city, the Board received further detail on the work ongoing in this area, with the response to the pandemic again being used as an illustration of the progress being made. Members also emphasised the need to continue to focus upon the needs of the priority neighbourhoods, and emphasised how the development of the locality working approach needed to continue at pace, given the impact that the pandemic was having on communities across the city.

RESOLVED -

- (a) That the contents of the submitted report be noted;
- (b) That the positive comments of the Environment, Housing and Communities Scrutiny Board on the strong progress made to date, be noted;
- (c) That the Executive Member for Communities be requested to work with the Chair of the Environment, Housing and Communities Scrutiny

Board in order to consider the engagement of other Scrutiny Boards in such work;

- (d) That the Director of Communities and Environment and the Director of Resources and Housing be requested to consider the implications of the work to date in terms of organisational development and design work in the Council;
- (e) That the Directors of Communities and Environment, Resources and Housing, and City Development be requested to consider the implications of the progress made to date for further improving the connectivity of the city's most disadvantaged neighbourhoods in terms of economic opportunities and aligning capital investment programmes.

61 Investing in our Neighbourhoods - Approval for Phase 2 of Group Repair in Holbeck

The Director of Resources and Housing submitted a report which sought the Board's authorisation to inject £3.9m into the Capital Programme for the purposes of Phase 2 of the Holbeck Group Repair scheme, which included £2.65m from the Government's Get Building Fund, and £1.25m from private sector contributions, Energy Company Obligation funding and the Housing Revenue Account. In addition, the report requested that the management of the project and subsequent approvals be designated to the Director of Resources and Housing.

Members welcomed the proposals in the submitted report, highlighting the range of benefits that the delivery of phase 2 of the scheme would bring to the community in terms of energy efficiency, improved street scene and general improvements to residents' quality of life. The impact that the proposals would bring in terms of carbon reduction were also highlighted.

RESOLVED -

- (a) That the injection of £3.9m into the Capital Programme be authorised, of which £2.65m is secured funding from the Leeds City Region via Government's Get Building Fund, and £1.25m from the Housing Revenue Account, Energy Company contributions and private sector owners' contributions;
- (b) That the management of the project and subsequent approvals be designated to the Director of Resources and Housing.

INCLUSIVE GROWTH AND CULTURE

62 Update on Leeds City Council's preparations for the UK's exit from the European Union

Further to Minute No. 57, 4th September 2019, the Chief Executive submitted a report which provided an update on the current stage of Brexit negotiations during the Transition Period, and the preparations that Leeds City Council continued to make for the UK's exit from the European Union.

By way of introduction to the report, the Chief Executive provided the Board with an update on the current position nationally, and also in respect of the preparation work which continued in Leeds specifically regarding the EU Settlement Scheme, and also in respect of the liaison taking place with the business community around its preparedness.

Members highlighted the need to ensure that any opportunities arising from the UK's exit from the EU were maximised. However, as the end of the transition period approached, emphasis was placed upon the importance of clarity being provided around the UK's position upon exiting the EU in order to assist with related preparations.

It was also highlighted that the city's long term relationship with partners across Europe and beyond would continue.

RESOLVED – That the current national position and the Council's next steps to prepare the Council and the city for the UK's exit from the EU, as outlined within the submitted report, be noted.

63 A review of statues in Leeds in response to Black Lives Matter

The Director of City Development submitted a report which presented and invited the Board's consideration of the findings and recommendations from the review undertaken into statues in Leeds by Honorary Alderwoman Alison Lowe.

The Chair welcomed Honorary Alderwoman Lowe to the meeting, who extended her thanks to all in the reference group who had contributed towards the independent review and presented to the Board the key findings and recommendations arising from it.

Members discussed the value of the review which had been undertaken, the importance of learning from and interpreting the past, highlighted the importance of celebrating the contributions which had been made to the city by a range of communities, and emphasised the potential for further cultural outcomes to be delivered as a result of the review being undertaken.

RESOLVED -

- (a) That Honorary Alderwoman Alison Lowe and the reference group be thanked for their important contribution to this work;
- (b) That it be noted that the review did not include proposals to remove any existing statues in Leeds, but that it recommends a number of initiatives to improve understanding of history, and to better recognise the role of diverse communities and individuals in the city;
- (c) That the Chief Officer Culture and Sport and the Chief Officer Parks and Countryside be requested to bring forward proposals to refresh public information boards in relation to statues on Woodhouse Moor in line with the recommendations in the review;

- (d) That the Council's support for the development of a commemorative artwork in City Park honouring David Oluwale, and for the installation of Pippa Hale's artwork 'Ribbons', as described in section 3 of the submitted report, be agreed;
- (e) That all the other recommendations of Honorary Alderwoman Lowe's review, as listed in section 2.10 of the submitted report, be accepted, and that the Chief Officer Culture and Sport be requested to work with others in order to take these matters forward;
- (f) That the other initiatives, as described within section 3 of the submitted report, which are also being developed in response to the issues raised by the Black Lives Matter movement, be noted.

64 Update on Coronavirus (COVID-19) Pandemic - Response and Recovery Plan

Further to Minute No. 40, 24th September 2020, the Chief Executive submitted a report which provided an update on the continued Coronavirus (COVID-19) work being undertaken across the city including the recovery approach, outbreak management, and current issues and risks. The report also noted that the city's multi-agency command and control arrangements continued to be used alongside the Response and Recovery plan with the aim of mitigating the effects of the outbreak on those in the city, especially the most vulnerable, and to help prepare for the longer term stages of recovery planning.

With the agreement of the Chair, the submitted report had been circulated to Board Members as a late item of business prior to the meeting for the reasons as set out in section 9 of the submitted report, and as detailed in Minute No. 50.

Members were provided with an update on the latest developments from both a local and national perspective. This included the current position regarding discussions with Government in respect to Leeds and the discussions taking place with other Local Authorities; Leeds' Tier 2 (High Risk Alert) status; the latest infection and positivity rates in the city; the liaison taking place with partner organisations and the range of sectors across Leeds; with it being noted that Members and relevant parties would continue to be kept informed of any related developments.

Members then discussed a range of issues including:

- the extent to which localised Government restrictions were helping to reduce infection rates in communities;
- the representations which were being made to Government regarding the relevant knowledge and expertise within communities and the need for a more localised approach towards initiatives such as test and trace;
- the need for a unified approach when making representations to Government, and the importance of continuing to work with partners across all sectors;

- the initiatives that the Council could potentially consider to help support the business sector, with a suggestion being made regarding city centre car parking charges;
- the need for further clarity to be sought around the thresholds which triggered localised restrictions in a locality or region, the overall need for clear messaging and the support which needed to be provided to members of the community in order to keep them informed and help them abide by any restrictions;
- clarification was provided regarding the process by which formal discussions on such matters took place between the Local Authority and Government, and Members received further detail on the latest position regarding such discussions with Government and also with other Local Authorities.

RESOLVED –

- (a) That the updated context, progress and issues, as detailed within the submitted report, as we move into a period of increased national Government restrictions to respond to the Covid-19 pandemic, which is anticipated to last for at least six months, combined with the outcome of discussions about the new Covid-19 Alert system which could bring further government restrictions, be noted;
- (b) That the emerging issues for consideration during the next phase of response and recovery, as detailed in the submitted report, including winter pressures on the health and care system, flood risk and extreme weather, local government finance and capacity concerns and EU Exit, be noted;
- (c) That the need for a city-wide approach towards controlling transmission, given high rates of prevalence across all the city's Wards, be recognised, alongside the need for enhanced actions and engagement in those areas with the highest rates;
- (d) That the new responsibilities of Local Authorities to implement self-isolation support payments and new powers of the Police to enforce Covid-19 regulations, be noted;
- (e) That in respect of the financial implications for the Council arising from the Coronavirus pandemic, the contents of the submitted report be used as context when the Board considers the more detailed financial health monitoring report, as detailed at Minute No. 67, and the Leeds Economic Recovery Framework report, as detailed at Minute No. 65.

65 Leeds Economic Recovery Framework

The Director of City Development submitted a report presenting the Council's proposed approach towards economic recovery from the COVID-19 pandemic, which set out background information on the pandemic and the city's response, together with what was happening at a local level which aimed to continue to ensure economic recovery from the crisis whilst also continuing to deliver Inclusive Growth.

It was noted that an approach rather than a fixed plan was being proposed, with the aim of ensuring that this would enable the Council and the city to adapt quickly during this uncertain period, whilst striving to build more resilience into Leeds' economy. The 3 pillars underpinning the approach, namely, 'Respond', 'Reset and Renew' and 'Build Resilience' were highlighted together with an outline of the actions to be taken within those pillars.

Responding to a Member's comments, the Board was provided with further detail regarding the actions which were being taken in order to help deliver support and economic recovery in the immediate and short term, whilst also looking towards the medium to longer term.

In addition, a Member highlighted the importance of providing support not only in terms of the city centre economy but also in terms of more localised district centre economies.

RESOLVED -

- (a) That the proposed Leeds Economic Recovery Framework, as appended to the submitted report, which complements the Leeds Inclusive Growth Strategy and which sets out the Council's approach towards recovery from the COVID-19 pandemic for the city of Leeds, be approved;
- (b) That it be noted that the Framework will be used as the foundation to begin a conversation with partners and stakeholders on how to recover and build resilience into the Leeds economy moving forwards;
- (c) That it be noted that the officer responsible for leading on this economic recovery approach is the Director of City Development.

RESOURCES

66 Improving Air Quality in the City (Clean Air Charging Zone (CAZ) update)

The Director of Resources and Housing and the Director of City Development submitted a joint report presenting a summary of the findings from the review into the Leeds Clean Air Zone (CAZ) and which detailed the strategy to ensure that compliance would be maintained, with information also being provided on the other air quality measures which were being progressed in the city. In addition, the report also provided information regarding the distribution of financial support to affected sectors and details the current budget position of the CAZ.

By way of introduction to the report, the Executive Member confirmed that following a joint review with Government, the Council and the Government had jointly agreed that Leeds had achieved compliance with the Government's EU compliance (PCM) model and would maintain compliant into the future, and consequently, the CAZ was no longer required.

The Executive Member also made reference to the correspondence confirming this which had recently been received from Rebecca Pow MP and had been circulated to Board Members for their information in advance of the meeting.

Also, it was highlighted that in moving forward, although the legal requirement had been met, the Council wanted to build upon the momentum achieved and continue to improve the city's air quality, which would require an update of the city's air quality strategy and the involvement of Scrutiny in such matters. The Executive Member also provided an update and clarification regarding the current position in respect of clean air funding.

Responding to a Member's enquiries, it was undertaken that officers would provide the Member in question with further detail regarding the range of targets which were in place on a national, West Yorkshire Combined Authority and Leeds level to become carbon neutral.

Also, the Board received further information regarding the CAZ infrastructure which had been installed, and in response to a specific enquiry, it was confirmed that at present, there were no plans to introduce a congestion charge in Leeds.

Responding to a Member's concerns, the actions which were intended to be taken towards the continued improvement of air quality in the city were reiterated.

RESOLVED -

- (a) That the outcome of the review into Leeds air quality compliance achieving legal compliance requiring the cancellation of the proposed Leeds Clean Air Charging Zone ("Leeds CAZ"), be noted;
- (b) That the necessary authority to take any formal steps under the Transport Act 2000 to revoke the Leeds Clean Air Zone Charging Order (No. 01) that was made on the 19th December 2018, be delegated to the Director of City Development in conjunction with the City Solicitor;
- (c) That the funding repurposing package which has been requested from Central Government, be noted;
- (d) That the high level approach towards the development of the "Air Quality Strategy 2021 – 2030", be approved.

67 Financial Health Monitoring 2020/21 – Month 5

The Chief Officer Financial Services submitted a report presenting the projected financial health position of the Authority for 2020/21, as at month 5 of the financial year.

As part of the introduction to the report, the Board received an update on the ongoing discussions which continued with Government regarding the

provision of further support for the current financial year, with it being noted that the Government's response was expected in late November, and that the intention was to provide the Board with further updates at the November and December meetings. Once the outcome from Government was provided, it would be at this point when it would be known whether or not the Council would need to consider emergency provisions to balance the budget.

Responding to a Member's enquiries, the Board was provided with an update on the work being undertaken with regard to emergency provisions which may potentially be required to balance the Council's budget, dependent on the outcome of the Government's response regarding the provision of further support.

Also, Members discussed the approach which had been taken by the Council with regard to the Minimum Revenue Provision, and in response to a specific enquiry regarding the potential cost to the Council should any further national lockdown restrictions be introduced, it was undertaken that officers would respond to the Member in question directly on this.

In response to a Member's enquiry, the Board was provided with further detail regarding the estimated increase in Children Looked After residential costs due to the pandemic during 2020/21.

RESOLVED –

- (a) That the projected financial position of the Authority, as at Month 5 of the financial year, together with the projected impact of COVID-19 on that position, as detailed within the submitted report, be noted;
- (b) That it be noted that the position reported does not reflect the potential effects of any further local or national lockdown arrangements not yet introduced, which could impact upon these financial projections;
- (c) That it be noted that the remaining financial gap will still require significant savings and further support from Central Government;
- (d) That it be noted that the Authority is awaiting a response to a request for further Government financial support this year, and this will inform any further action that the Council may need to take in order to deliver a balanced budget position in this financial year.

68 Revenue Budget Update 2021/22 and Budget Savings Proposals

Further to Minute No. 43, 24th September 2020, the Chief Officer Financial Services submitted a report detailing the actions which were underway and proposed to address the financial gap for 2021/22, currently estimated at £118.8m. The report also presented a series of savings proposals to contribute towards the Council achieving a balanced budget for 2021/22 and, where appropriate, sought agreement to begin meaningful consultation with staff, trade unions, service users and the public, as required.

Members welcomed the early sight of the proposals detailed within the submitted report.

Responding to Members' enquiries about a number of proposals and the directorate based information within the report, it was noted that, further to the report submitted to the Board in September, the proposals detailed in the submitted report were not final, and that given the scale of the financial challenge being faced, these proposals were being considered at this time as part of the wider process which would see the initial budget proposals submitted to the Board later in the year.

In response to a specific enquiry, the Board received an update regarding the Government's latest announcement regarding its Comprehensive Spending Review.

RESOLVED –

- (a) That the financial position for 2021/22, as outlined within the submitted report be noted, with it also being noted that further savings are required to deliver a balanced budget position;
- (b) That it be noted that the 'Business as Usual' savings and the decisions to give effect to them shall be taken by the relevant Director or Chief Officer in accordance with the Officer delegation scheme (Executive functions);
- (c) That the recommendations within the 'Service Review' proposals as detailed at Appendix 2b of the submitted report be agreed, and that agreement be given for consultation to commence; and that it be noted that decisions to give effect to them shall be taken by the relevant Director or Chief Officer following the consultation period, in accordance with the Officer delegation scheme (Executive functions), save where the Leader or Director considers that the matter should be referred to Executive Board for consideration;
- (d) That it be noted that the next Best Council Plan update will be brought to Executive Board in September 2021.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute. Also, it was noted that whilst Councillor Lamb was attending the Board meeting in a non-voting capacity, were he able to, he would have abstained from voting on the decisions referred to within this minute)

69 Accelerated Capital Receipts and Estate Rationalisation

Further to Minute No. 46, 24th September 2020, the Director of City Development submitted a report regarding the approach to Estate Realisation and the generation of Capital Receipts. Specifically, the report provided more detail of the proposed next tranche of accelerated disposal properties which were targeting December 2020 auction dates.

Responding to a Member's concern, the Board discussed and was provided with further information on the proposal regarding East Lodge, Temple Newsam Estate, with specific reference to the consultation process which had been undertaken in respect of this.

A Member's comments regarding Leeds Sailing and Activities Centre were noted.

RESOLVED –

- (a) That the accelerated disposal of those properties as set out in Table 3.1 of the submitted report, which have already been agreed as part of the Capital Receipt Programme, be supported;
- (b) That the injection of those additional properties to be introduced into the Capital Receipt Programme, as set out in Table 3.2 of the submitted report, be agreed, with agreement also being given for those properties to be accelerated for disposal;
- (c) That it be noted that further reports will be presented to Executive Board providing updates on progress, and seeking approval to sell where properties do not form part of the current approved Capital Receipts Programme;
- (d) That it be noted that the disposal of properties and the identification of a strategic approach towards the Council's estate is the responsibility of the Director for City Development.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute. Also, it was noted that whilst Councillor Lamb was attending the Board meeting in a non-voting capacity, were he able to, he would have abstained from voting on the decisions referred to within this minute)

DATE OF PUBLICATION: FRIDAY, 23RD OCTOBER 2020

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00 P.M. ON FRIDAY, 30TH OCTOBER 2020

This page is intentionally left blank