

Appendix 4: Priority Neighbourhood Pathfinder New Wortley

1. The Holdforths neighbourhood area of New Wortley sits in Armley ward and is just within a mile of the city centre. It's an area mainly made up of social sector housing built in the 1960s with a mixture of family homes and tower blocks.
2. The area is one of high deprivation, with high levels of low income families, unemployment, drugs and alcohol misuse and mental health. There is low take up of services and referrals into support arrangements for adults, families and children and general concerns of lack of pride in place.
3. The summer of 2016 this area saw a dramatic escalation of the levels of youth crime and ASB as well as minor assaults on new communities, in particular, the Eastern European community.
4. As a consequence of the locality working review and serious concerns expressed by both the local MP and the Executive Member for Communities, a core group of key stakeholders were brought together to better understand the needs and challenges in the area and to co-produce longer term solutions in partnership with the community. A facilitated OBA session was held to support the journey.
5. A Core Team to tackle the issues was assembled with are key principles to strengthen partnership working -
 - Place shaping rather than service led approach
 - A focus on people, communities and families
 - A flexible and fluid workforce
 - Empowered and enabled leaders and managers with the permission to get things done
 - Built on strong local relationships focused on a collective endeavour that uses the asset base in the area to best effect
 - Responsive services with a 'how do we fix it' approach and a 'Can-Do' attitude, intervening early to prevent problems escalating.
6. After 6-8 months the benefits of integrated working are clearly evident:
 - Services have reshaped their staffing structures to provide an enhanced team offer for New Wortley as a priority neighbourhood.
 - There has been a move to more local face-to-face outreach service delivery, with Armley Hub staff delivering pop up provision from partner venues in new Wortley and Children's and youth service staff undertaking local NEET sweeps and connecting with young people on the street. ASC innovation site for strength base social care is also now based in new Wortley Community Centre.
 - There is a more intensive collaborative case management approach being delivered with wider providers of Children and Young Peoples provision coming together, having shared their community data and identified key families for collective focus. By doing this in New Wortley we found families with needs that were not previously on any services' radar.
 - The intelligence data narrative documentation has been a useful source for wider services to leverage external funding from Big Lottery, Sport England, Home Office and wider Commissioners.

7. Further challenges and opportunities have been identified as part of the ongoing programme of work and include:
 - The area has a strong asset base to build from both in terms of physical and community aspect. The emerging challenge is pooling the assets as a collective resource to meet local needs.
 - There are good partnerships between some natural partners such as health and social care teams; children & young people cluster arrangements; community safety and police tasking activity have emerged, but we need to have a greater focus on integrated partnerships that run across cohort populations and individuals who cross paths with many services.
 - Local teams need explore developing a more join up delivery model in many instances focusing on case management arrangements. This will require further data sharing arrangements to be established and some dedicated time to develop the practical way forward.
 - There is more scope to refine our commissioning arrangements to have greater sensitivity to unique neighborhood characteristics, allowing greater flexibility in the delivery approach it could address constraints to meeting local outcomes.
 - Services have found it hard to come up with ideas or highlighted a lack of capacity to respond. We need to build confidence and capacity to explore doing things differently and create the space to innovate and develop transformational change.

8. The pathfinder illustrated the impact that focused effort can have on making a real change in communities, particularly at a time of crisis. It has demonstrated that further capacity is needed to drive change and empower communities and increase the leadership capacity to support the delivery of a wider system change.