

Report of Director of Communities and Environment

Report to Environment, Housing and Communities Scrutiny Board

Date: 12th March 2018

Subject: Locality Working – Emerging arrangements and early progress

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

Purpose of the Report

To report on early progress with a new model for locality working following Executive Board approval in November 2017 and seek scrutiny comments on the emerging arrangements and their support for the next steps.

Recommendations

The Scrutiny Board is asked to consider the content of the report and also consider how it wishes to articulate its role in relation to this work in the light of the decision by Executive Board in November 2017 and the contents of this report.

1. Background

- 1.1. At the November 2017 meeting of Executive Board, the Director of Communities and Environment submitted a report which sought approval to introduce a new place-based, integrated approach towards the delivery of service provision, the tackling of poverty and the reduction of inequality in some of the city's poorest neighbourhoods.
- 1.2. In considering the proposals, the Board acknowledged the contribution by scrutiny to the proposals in its working group meeting of October 2017 and the Scrutiny Board's desire to continue its involvement in the development of the approach in the future.
- 1.3. Executive Board resolved –
 - That the deployment of a new place-based approach towards early intervention and prevention in respect of tackling poverty, reducing inequality and addressing vulnerability in Leeds, be approved;
 - That the Director for Communities and Environment be requested to provide Executive Board with an annual progress report on the impact of this initiative as it develops.

2. Main issues

2.1. What are we trying to do and why are we trying to do it?

- 2.1.1. The Council has a long history of locality working and has a focus on tackling poverty and inequality, particularly in our poorest neighbourhoods. Over the last ten years, some neighbourhoods in Leeds have become poorer and outcomes for these neighbourhoods have deteriorated with increasing poverty and inequality prevalent. The most recent indices of multiple deprivation (2015) showed that there are now **sixteen neighbourhoods in Leeds** that are categorised as being in the **most deprived 1% of neighbourhoods** nationally.
- 2.1.2. The new approach therefore seeks to focus the capability and capacity of **the whole council and its partners**, working with residents, to improve outcomes in the city's most challenging neighbourhoods.
- 2.1.3. Following the initial work of scrutiny, Executive Board mandated the development of **a place-based integrated approach to service delivery, working differently** to tackle poverty and reduce inequality in these sixteen neighbourhoods with an initial focus on six priority neighbourhoods. By way of a reminder of our discussions at the scrutiny working group, this new approach to locality working seeks to:
 - prioritise our collective endeavour and resources;

- use our own staff resource, capacity and capability more effectively;
- develop improved working relationships with our partners locally;
- enhance the centrality of community committees to locality working led through elected members;
- ensure we work closely with communities so that we do things with and not to people; and,
- enable culture change in the council and across our local partnerships, so that we can learn and apply improvements across the whole city

2.1.4. If the Council succeeds in its endeavours, the data domains that underpin the IMD data will have improved in absolute and in relative terms and local residents will feel and be able to describe how outcomes for themselves, their families and their neighbourhoods, are improving.

2.2. **Who is accountable and responsible for the delivery of the new approach?**

2.2.1. The aim for the new approach to locality working is that the whole Council will have a focus on priority neighbourhoods and will work together to improve neighbourhoods. It is envisaged this will challenge current approaches and ways of working across the organisation and with partners.

2.2.2. As a consequence, the governance infrastructure for Locality Working seeks to create arrangements through which Executive Members, Community Committee Chairs, Ward Members with priority neighbourhoods in their ward, Directors and Chief Officers can make their full contribution to the delivery of the new approach.

2.2.3. It is proposed that a **Locality Working Strategic (Officer) Delivery Group** - chaired by the Director for Communities and Environment – and consisting of appropriate Chief Officers, is established in shadow format to work through the development phase of the Locality Working programme and explore some of the early issues emerging from the neighbourhood Core Teams (section 2.4.1). Thereby, enabling services to more effectively own considerations of how they can improve their offer to meet the needs of the priority neighbourhoods.

2.2.4. It is anticipated this officer group will support the effective launch of a **Locality Working Neighbourhood Improvement Board** in May/June 2018. The terms of reference for this board and its membership are in development. It is envisaged that the Board will be fluid, with membership tailored to the theme or neighbourhood being explored. It will be chaired by the Executive Member for Communities and Community Committee Chair's with priority neighbourhoods in their community committee areas will represent elected members. Local ward members with priority neighbourhoods in their wards will also form part of the Board's membership and will be actively engaged in deep diving into the challenges and opportunities and in reviewing progress.

- 2.2.5. Full implementation of these governance and accountability arrangements is planned for the new municipal year, 2018/19.
- 2.3. **How will we know the new approach to locality working is starting to improve neighbourhoods?**
- 2.3.1. Work with the Third Sector in 2017 has already established a narrative for a thriving neighbourhood. It is intended to work with the Council's Performance Management Team to develop a set **Indicators for Thriving Neighbourhoods** which can be tailored to specific neighbourhoods in consultation with ward members, services and local residents.
- 2.3.2. **Neighbourhood profiles** are already in place for socio-economic data and the Index of Multiple Deprivation domains. This provides robust data for all the areas, from published sources. However, it does not cover all the issues that may be prevalent in a neighbourhood. Data is owned by service departments. So, we need to change the way the Council and its partners measure performance to capture the **impact of joint interventions** in the specific Lower Super Output Areas (LSOAs) of interest.
- 2.3.3. The plan is for this analytical work to form a major part of the early work plan with Chief Officers in the Locality Working Strategic (Officer) Delivery Group. Each service will be asked, what are your services key performance measures and then each Chief Officer will be asked to identify how they are performing in the priority neighbourhoods and how they compare to the 12 target wards and the city. This approach will help the council to better understand the service priorities, challenges and opportunities in priority neighbourhoods, helping services to **better deliver against their service accountabilities** in these neighbourhoods in a greater level of detail than has been explored previously.
- 2.4. **Where have we got to so far?**
- 2.4.1. **Core Teams** have started work in the 6 priority neighbourhoods where they have begun the process of engaging with local ward members, residents services, and partners. Programme managers and officers from the communities team have been assigned to each neighbourhood. They are responsible for developing the local arrangements with key partners to support the creation of a neighbourhood programme.
- 2.4.2. Early progress is being made in each of the six initial priority neighbourhoods and a flavour of some of the early actions is given below in 2.4.4. The Holdsworths (the pilot area for the approach) and the Receptions (as a consequence of the work of the earlier Local Neighbourhood Approach) have shown good progress in these first few months. Having removed - through Executive Board decision - the boundaries between the wedge areas of WNW, SE, and ENE Leeds for this approach, the learning in these two neighbourhoods has now been used to support the development phase in areas in other parts of the city.

2.4.3. Every Core Team has held discussion events and workshop meetings with local partners to engage them in what the new locality working approach is seeking to achieve and gain a better understanding of the issues and opportunities in each of the neighbourhoods. Core Teams have taken forward agreed local actions, often building on past local work and also identifying emerging areas of focus for partners to explore in more detail. This work will be focused on agreed action plans and future work programmes.

2.4.4. Examples of the work done to date, include -

- Resident and stakeholder engagement in the Receptions - work with residents and landlords locally on some of the issues in the area which are controversial and where strong engagement is needed to make progress.
- Responding to local needs by developing an additional very local community hub in the Receptions, this builds on mobile services and pop-up community hub services piloted in the Holdsforths with local community partners.
- The co-production of hyper-local Public Health interventions in priority neighbourhoods, e.g. tackling wellbeing in Lincoln Green and social isolation in the Nowells.
- Engaging local people, particularly children and families in the Beverley's about the future of Trentham Park. The innovative 'Playbox' approach was deployed in this park which does not attract children and families. It is engaging children in positive play activities and connecting with families about the future of the park.
- Collaborative case management developed between partners working in New Wortley with children and young people who are at risk, or whose behaviour is causing concern.

2.4.5. Work has commenced on planning how services will respond strategically to improve outcomes in the priority neighbourhoods. Examples include -

- **Corporate Commissioning Group** has held a workshop for commissioners which have considered how approaches to commissioning can be sensitive to the needs of the priority neighbourhoods. Actions have been identified, and are being tracked.
- **Strategic Estates Group** has considered the neighbourhood priority approach, and the needs which it shows. It will consider further how its investment decisions will be impacted.
- **Employment and Skills** have undertaken early work to assess the impact of their activities in the priority neighbourhoods, they have shared this with core teams to improve access to the services offered. They have also influenced funded activities such that additional activity is delivered in priority

neighbourhoods.

- **West Yorkshire police** have discussed the new approach and have taken it into account in the development of the new Neighbourhood Policing Model for the city. There is strong commitment to work closely to tackle community safety issues collectively and further development work is underway to integrate the work of West Yorkshire Police, Community Safety and the Communities Team in this respect.
- **Community Safety** have started work to make the Domestic Violence response more effective in the neighbourhoods, including engaging with the right local partners
- **Customer Access and Welfare** have worked with core teams to explore how services can reach residents in the priority neighbourhoods, and how community hubs can be central to the work with communities in the priority neighbourhoods.
- **Housing** have worked alongside core teams, working through what the enhanced offer might be in the neighbourhoods which are predominantly Council Housing. For example, in Boggart Hill, reviewing the issues discussed at the annual tenancy visit.

2.4.6. All these examples reflect the early stages of the work. There are still many challenges and indeed opportunities to work through.

2.4.7. Given the tremendous development of community committees that has taken place since the Area Working Review established them, work is now underway to **simplify and standardize** the core elements of the work to support Community Committees, including reporting, decision making, accountability for expenditure, workshops to engage the community and young people. Enabling community committees to prioritise resources to their most challenging wards and priority neighbourhoods.

2.4.8. Staff from the Communities Team will be re-shaped across the deployment arrangements of universal, targeted and specialist areas approved by Executive Board and provided new role descriptions. The current deployment of staff will persist until the end of this municipal year with a measured transition to the new arrangements in the new municipal year, following discussions with community committee chairs forum.

2.5. **The enabling voice of scrutiny in supporting the successful delivery of the new locality working approach**

2.5.1. Environment, Housing and Communities Scrutiny Board has already influenced the design of this approach during its highly effective working group meeting of October 2017 that informed the Executive Board report of November 2017. This contribution has been recognised and acknowledged by Executive Board in its decision making.

2.5.2. A particularly valuable part of that process was the engagement of the other Scrutiny Boards in the work at the working group discussions. Making the positive impact and improvement in outcomes that the council wishes to see 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 in working with other Scrutiny Boards to co-scrutinise the engagement and contribution of all departments and services to the new approach.

3. Conclusions

3.1. This report has highlighted the early progress with a new model for locality working following Executive Board approval in November 2017 and articulated the emerging arrangements for governance, accountability, and local delivery. As a consequence, the Environment, Housing, and Communities Scrutiny Board is well positioned to consider its role in shaping a new approach at an early stage.

4. Recommendations

4.1. Scrutiny Board are asked to consider the content of the report and also consider how it wishes to articulate its role in relation to this work, in the light of the decision by Executive Board in November 2017 and the contents of this report.

5. Background documents¹

5.1. 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.