

**Report of: Area Leader; Communities Team**

**Report to: Inner East Community Committee**

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**Date: 20<sup>th</sup> March 2019**

**To note**

## **Inner East Target Ward Update**

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### **Purpose of report**

1. Executive Board approved a new model for Locality Working in November 2017. This report highlights recent progress, emerging issues and areas for further development in relation to Target Ward and the Priority Neighbourhoods across all Inner East wards.

### **Main issues**

2. Executive Board approved a new model for Locality Working in November 2017 to respond to the national Indices of Multiple Deprivation (IMD) data for 2015 which demonstrated Leeds had 16 neighbourhoods categorised as being in the most deprived 1% nationally. Six priority neighbourhoods were identified to accelerate the Council's approach to tackling poverty and inequality in the city to support and encourage partners and stakeholders to work differently and encourage learning and development around some of the most challenging issues in the city. Within Inner East, these include Boggart Hill (Seacroft), Cliftons & Nowells (Burmantofts / Harehills) and Lincoln Green.
3. The Executive Board report also identified twelve priority wards as the focus for targeted neighbourhood improvement to address poverty and inequality. These include Burmantofts and Richmond Hill, Gipton and Harehills and Killingbeck and Seacroft in Inner East.
4. The approach in these wards focuses on working with ward members and local partners to agree partnership priorities, improve how partners communicate, coordinate and integrate activity. The approach uses the Indices of Multiple Deprivation to identify the most disadvantaged neighbourhoods. This work is less intense than the priority neighbourhood programme but includes targeted interventions, community engagement activity and supporting better local leadership. Over time the ambition is to increase community resilience and build stronger service and community connectivity so that residents do more for themselves and for others.

5. Local partnership teams, known as Core Teams, were introduced towards the end of 2018 and have worked to increase community involvement and participation, develop local action plans, and build collaborative projects around key community issues. Examples of early success stories include: reductions by almost 70% in anti-social behaviour for neighbourhoods and increasing community engagement in areas where community contact has traditionally been poor. This is resulting in greater reach into isolated communities and increasing access to support services.
6. Significant neighbourhood improvement work has continued to take place in Target Wards within Inner East under the re-focused locality working arrangements. Appendices 1, 2 and 3 set out details of progress across Burmantofts & Richmond Hill, Gipton & Harehills and Killingbeck & Seacroft wards, including highlights of work across the priority neighbourhoods of Boggart Hill, Cliftons & Nowells and Lincoln Green.
7. Further details on the strategic response to the neighbourhood improvement challenge within target wards and particularly priority neighbourhoods are included within a recent report to Executive Board: 'Locality Working and Priority Neighbourhood Update'; 19<sup>th</sup> February 2019. This includes details on progress in all 12 target wards and six priority wards across the city. It also includes reference to:
  - the helpful role of Environment, Housing and Communities Scrutiny Board
  - opportunities for strategic engagement across the Council and with partners to inform and focus capacity, resources and investment
  - strategic leadership within the Council and through city-wide boards to ensure the Leeds Inclusive Growth Strategy, Health & Well-being Strategy and Best Council Plan are implemented effectively to tackle poverty and inequality in Leeds
  - the role, assets and potential of 'anchor organisations' such as the NHS as a major employer, procurer of services, and landowner
  - alignment of strategic infrastructure investment opportunities
  - Council departments and teams exploring opportunities to work differently and trial new approaches in the priority neighbourhoods, for example:
    - Active Leeds targeting their active lifestyles programmes and work with Sport England to hopefully access additional funding
    - Employment & Skills working hard to engage with local communities to increase take up of learning, skills and employment opportunities
    - Adults and Health targeting public health resources and support for Asset Based Community Development projects to priority neighbourhoods
    - Housing Leeds prioritising repairs and investment in the poorest neighbourhoods, reducing fuel poverty and working with Core Teams to develop resident welcome packs and improve Annual Home Visit quality
8. The Neighbourhood Improvement Board and the Environment, Housing and Communities Scrutiny Board have requested that the Council work with partners to develop a robust set of performance measures to track the progress of the priority neighbourhoods. This is being prioritised to measure progress in year 2 of the programme.
9. Leeds has worked with Third Sector partners to develop a framework for 'Thriving Neighbourhoods'. This is a tool co-produced by a range of partners and communities and led by Voluntary Action Leeds which identifies the common characteristics of a thriving neighbourhood and recommends measures to define the current position and progress of a neighbourhood. It would be helpful to develop this approach in priority neighbourhoods enabling a baseline to be set retrospectively and allowing future

progress to be monitored. This would require Council services to collaborate with partners on data sharing and to agree to track data at a lower spatial geography. Whilst it is recognised that a range of factors influence neighbourhoods, having a useful local data set will help to focus activity on those factors which make the biggest difference and where partners feel they can drive improvement faster as a result of collaborative working.

## **Corporate considerations**

### **Equality and diversity / cohesion and integration**

10. Addressing poverty and inequality is an integral part of the proposals for a new place based early intervention approach to locality working. Work undertaken to develop these proposals identified evidence of disproportionate outcomes, which we are seeking to challenge and change. An Equality Impact Assessment was completed as part of the design and development work. Due regard to equality has been and continues to be considered for all aspects of the work programme / projects.

### **Council policies and city priorities**

11. The role of Community Committees is already part of the council's constitutional arrangements. The Best Council Plan clearly articulates the ambitions for Leeds to be a compassionate city with a strong economy that tackles poverty and addresses inequalities. Its 2017/18 priorities include a priority for Resilient Communities that incorporates the need to develop strong cohesive communities, raising aspirations and reducing financial hardship. The December 2018/19 refresh report to the Executive Board has tackling poverty and inequality as a cross cutting theme.

12. The work articulated in this report is in line with the aspirations and ambitions of the Council's Stronger Communities Benefiting from a Strong Economy breakthrough programme launched in June 2017.

### **Resources and value for money**

13. The work articulated in this report makes best use of existing resources already working in neighbourhoods and seeks to do things differently by working alongside residents to shape their neighbourhoods and inform service re-design to tackle poverty and reduce inequality. The work further seeks to reduce demand on public services and therefore cost in the priority neighbourhoods.

### **Legal implications, access to information and call in**

14. The city's existing neighbourhood improvement architecture has been re-shaped and a citywide neighbourhood improvement board led by the Executive Member for Communities will hold the responsibility for these developments and oversight for the programmes of work that they will require. Local ward members will be instrumental in both the local arrangements and the citywide Board.

15. There are no exempt items so there are no access to information issues. There are no legal implications for the work articulated in this report

## **Risk management**

16. The council has been discussing a need to radically change the way we work in localities for some time now. Pressures in some of our most challenged and deprived neighbourhoods are now greater than ever due to a range of factors. If we do not now try something radically different, it is expected that we will continue to see a deterioration in our most challenged 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.
17. 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. An investment-led approach is needed alongside more joined up working across services.

## **Conclusions**

18. The Communities Team will continue to work with ward members, partners and communities to deliver neighbourhood improvements within Inner East target wards and priority neighbourhoods. The Core Teams will continue to develop sustainable programmes of local activity and are identifying areas where greater strategic involvement is required. The quality of performance management data at this lower spatial level will also be developed to enable Core Teams to target areas of underperformance and improve the monitoring of the impact of activities.
19. City-wide leadership, governance and management is delivered through the Neighbourhood Improvement Board and Strategic Delivery Team. These will ensure that senior leaders visit, discuss and listen to the challenges and progress of the Core Teams directing the Strategic Delivery Team to focus on strategic programmes of work that promote place shaping and integration. Work will continue with Scrutiny Boards and partners to improve the performance management information for the programme and to ensure that all Scrutiny Boards are informed, engaged, and have the opportunity to ensure oversight of the contribution of the council's resources in respect of locality working and make recommendations for any improvements.

## **Recommendations**

1. To note the contents of this report in the context of the February 2019 Executive Board report detailed below.

## **Background information:**

Executive Board Report; 'Locality Working and Priority Neighbourhood Update'; 19<sup>th</sup> February 2019