

**Report of Director Communities and Environment**

**Report to Scrutiny Board (Environment, Housing and Communities)**

**Date: 09 January 2020**

**Subject: Locality Working – update on progress and key developments in 2019**

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 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**

**Main issues**

This scrutiny board has been instrumental in shaping the council’s work on tackling poverty and inequality and strengthening the city’s most disadvantaged neighbourhoods and communities, both leading up to the Executive Board report of November 2017 on a new approach to locality working and subsequently, through update reports at its meetings.

This report provides a short thematic synopsis of progress and the key developments in 2019 on the implementation of the locality working approach in our most disadvantaged wards and neighbourhoods. Specifically, this report:

- Provides an update on how the locality working approach has been implemented;
- Demonstrates how the principles of locality working have been adopted, using examples to articulate emerging practice;
- Highlights ongoing challenges and the ‘Big Asks’ that have been made to the directorates through the Neighbourhood Improvement Board (NIB) chaired by the Executive Member for Communities;
- Presents a locality working performance management framework;

## 1. 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. This includes the latest socio-economic data and analysis (such as the Indices of Multiple Deprivation 2019, available on the Leeds Observatory [here](#)) and ongoing engagement with communities, elected members and partners. The examples and challenges set out in the report support all Best Council Plan priorities, notably Inclusive Growth, Health and Wellbeing and Safe, Strong Communities.

## 2. Resource Implications

- No 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.

## 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) Comments on the content of this report.
- b) Reflects on the content of future progress reports in the light of the increasing engagement of council directorates in locality working and its implications for the work of other scrutiny boards.
- c) Continues to work with the Chief Officer Communities, Executive Member Communities and the Director of Communities and Environment to strengthen the leadership role of ward members and Community Committee Champions to support the delivery of Best Council Plan priorities through locality working.

### 1. Purpose of this report

1.1 Executive Board approved the model for Locality Working in November 2017. 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. This report provides Environment, Housing and Communities Scrutiny Board with an annual update on:

- The progress of work in priority neighbourhoods and target wards and the themes that have emerged;
- The application of the principles of locality working using examples from work programmes to articulate good practice;
- Ongoing challenges and the 'Big Asks' that have been made to the council's directorates through the Neighbourhood Improvement Board (NIB);
- The emerging performance management framework for 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.
- 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 (Appendix 1), which places the most disadvantaged communities in Leeds at its centre. The 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.
- 2.5 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. A number of reporting mechanisms have been developed to support this new way of working including, importantly, the appropriate Community Committee and ensure that challenges and opportunities and the work to address them is well articulated to decision makers. Further information is included at Appendix 1.
- 2.6 To strengthen the council's commitment to being a compassionate city and reducing poverty and inequality, a new Equality Improvement Priority has been established which aims to 'improve equality outcomes across the six priority neighbourhoods'. See Corporate Considerations for further detail.

### **3. Main issues**

#### **Political Leadership**

- 3.1 Community Committees, which comprise of locally elected ward members and in some areas co-opted representatives, continue to work for the residents of Leeds by providing a framework for local democracy and a forum for local people to have their say on the issues that matter to them most. They provide a mechanism for involving communities in local decision making on key issues such as environmental improvements, community safety, health and wellbeing and employment. Healthy local governance is needed to ensure residents and local organisations have a stronger voice and tangible routes for achieving change.
- 3.2 Elected Members ensure that our citywide priorities are discussed in local neighbourhoods and they allocate their Wellbeing and Youth Activities Funding in line with local priorities to address local need. This has resulted in over £2 million being spent and over 81,000 volunteer hours in 2018/19 alone. Further information is included in Appendix 2.
- 3.3 Through the Community Committee structures, local elected members provide leadership and guidance to the locality working agenda. Local ward members sit on the relevant Core Teams and partnerships within the target wards, helping to shape, drive and champion priorities and interventions. Members support their respective core teams to engage locally with the community through their local leadership role. This ensures maximum involvement from residents in shaping local priorities and developing solutions.
- 3.4 The role of Community Committees in ensuring robust local reporting and maximising the use of local knowledge to inform and influence local service delivery is important. Consideration needs to be given as to how we connect better the appropriate Community Committee Champions to the work of the Neighbourhood Improvement Board and the allocation of delegated resources, such as Wellbeing, Youth Activity Fund, Community Infrastructure Levy (CIL) and Capital Receipts Incentive Scheme (CRIS).

#### **Locality working principles applied**

- 3.5 The Locality Working Strategic Framework (Appendix 1) 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.
- 3.6 A number of short 'vignettes' are introduced in this report to provide a flavour of how the locality working principles are being applied in practice in local ward and/or priority neighbourhood work.

## **Building self-reliance and resilient communities**

- 3.7 Whether through priority neighbourhoods, target wards or Community Committees, really knowing neighbourhoods and communities and developing a shared sense of the assets, is a vital ingredient of the council's approach to locality working. Consequently, there has been a strong focus in the work on strengthening communities and building self-reliance and more resilient communities.
- 3.8 The work in all six-priority neighbourhoods this year has placed huge emphasis on community engagement, by working alongside elected members and local communities to harness a local voice and develop local solutions through social action.
- 3.9 Local ward members have emphasised the importance and benefits that can be achieved from working with local residents. Ward members have brought a very helpful insight into the challenges affecting these neighbourhoods, through their local democratic leadership role.
- 3.10 Housing Leeds continue to actively support the work of the relevant local Core Teams and their Tenant Engagement Officers are actively engaged in the work and opportunities for even closer working are being explored.
- 3.11 Community Hubs across the city are a vital component of our engagement with communities. The hubs continue to develop and evolve and the standard service offer is being increasingly complemented by bespoke activities that reflect local needs and increasingly involve local third sector groups in their delivery model.
- 3.12 From the outset, the Communities Team have been leading multi-agency Core Team walkabouts and door knocking exercises. Welcome packs have been developed, encompassing local service information and useful phone numbers and these have been delivered to over 4,000 households.
- 3.13 A range of approaches has been implemented over the past 12 months. These have been categorised broadly in line with the ladder of participation<sup>1</sup>, which suggests various channels, which might be used, to increase social action and access to decision-making power (See Appendix 3). The following examples demonstrate how these approaches have been implemented.

### **Vignette 1: Local and face-to-face contact**

*In Holbeck, a "pop up" community hub, known as The Support Hub @Holbeck hub, has been established at 5 Recreation View. The converted house provides an accessible base for a variety of council and third sector services to connect with residents in the heart of this priority neighbourhood. It offers help and advice on issues such as employment, social care, housing, debt, council tax and anti-social behaviour. The hub has proved popular with services reporting much better engagement with residents because of this initiative. There have been 404 requests for services since opening last June, which includes 138 for employment and training, 135 for housing advice and 63 for debt and benefit advice.*

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<sup>1</sup> The ladder of participation (Arnstein 1969) is a well-known guide to seeing who has power and influence when important decisions are made that affect local communities.

**Vignette 2: working with third sector partners**

*Building on previous successful partnership working with New Wortley Community Association, the Core Team has focused much of its service delivery and activities at the New Wortley Community Centre. This has included; activities for young people, including joint delivery of Holiday Hunger; 'pop up' Hub services; and a range of employability programmes. These programmes have all benefitted from the trust and accessibility that the centre and its worker have developed with the local community. Equally, the community association has also reaped benefits as the support of statutory partners has enabled it to develop a sustainable model for the centre, helping it to lever in external funding for a range of activities. This has meant that the community centre has become less reliant on council resources to enable its continued delivery.*

- 3.14 At its core, Asset Based Community Development (ABCD) is about discovering the assets, skills and passions that exist within a community to develop positive social action. Funded by Adult Social Care and commissioned by the Communities Team, the ABCD Community Builder capacity provides for a better connection with the residents involved in social action projects on an ongoing basis. However, these approaches only have short term funding and these initiatives take time to embed and sustained investment to nurture social action. The scrutiny board's view on sustaining this investment would be helpful.

**Vignette 3: Asset Based Community Development (ABCD)**

*All priority neighbourhoods have developed an ABCD approach. In Beeston Hill, the Community Builders have brought community members together to improve the facilities and activity offer at Rowland Road Working Men's Club. In the Clifton and Nowells, local mums have come together to establish a residents group to support children and families in their neighbourhood. Housing Leeds are providing training to their Tenant Support Officers on the ABCD approach.*

- 3.15 The backstreets in a number of priority neighbourhoods are problematic, on a recurring basis, suffering from litter, flytipping, waste in gardens, damage to property boundaries such as the fencing and gates and missing bins. The following example demonstrates how social action can be achieved around a local issue.

**Vignette 4: Social Action**

*Love Where you Live<sup>2</sup> project, in three priority neighbourhoods, empowered residents to improve their back streets through small scale repairs and improvements, for example making fencing, gates and planters out of wooden pallets and painting them bold colours, generating increased responsibility by local people to initiate further social action.*

- 3.16 Each back street was left in a visibly better condition and some new connections were made between neighbours. Residents really enjoyed being involved in this opportunity and were able to see rapid, visible results and the impact of their personal endeavours.

**Place based integrated working approach**

- 3.17 A placed based, more integrated way of working has been adopted across all the priority neighbourhoods, bringing partners from a range of services and agencies together to focus on the specific needs of each area. Core Teams have worked collaboratively with local communities to develop local solutions and better target their resources and the types of interventions. This approach has included

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<sup>2</sup> Love Where You Live: transforming problematic backstreets into bright and friendly communal spaces.

maximising the use of local assets and better understanding the cumulative impact of social and economic issues within small neighbourhood settings.

- 3.18 Poverty and inequality is prevalent in all our priority neighbourhoods with basic unmet needs around food, clothing and furniture and infestations linked to some housing conditions. Ward members have placed great importance on addressing poverty and inequality in these neighbourhoods and this has been championed through the Neighbourhood Improvement Board as a challenge for all directorates to address.
- 3.19 Foodbanks are busy and residents are becoming ever more reliant on this food aid.

**Vignette 5: Support to foodbanks**

*Local voluntary organisations in Boggart Hill are working closely with statutory partners to pilot an approach to enhance the service provided to those residents using food banks to better connect them with the support they need.*

- 3.20 Child poverty is extensive in all of the priority neighbourhoods, with on average 43.4% of children living in low-income households.<sup>3</sup> Employment and skills is key to lifting families out of poverty and the Leeds Inclusive Growth Strategy focuses on reducing unemployment, tackling low pay and underemployment and providing a better education and skills system.
- 3.21 Leeds Anchor Institutions are large organisations, such as the council, hospitals, universities, housing associations and large private sector organisations, who are often the biggest spenders and employers in a city region and make a vital contribution to the local economy. Work is underway to connect all these anchor organisations through the Leeds Inclusive Growth Strategy to the city's priority neighbourhoods. The following example demonstrates the benefits that communities in our priority neighbourhoods can experience from a collaboration between a Core Team and an anchor institution.

**Vignette 6: Leeds Teaching Hospital Trust (LTHT)**

*LTHT is situated in the heart of Lincoln Green. Core team partners worked closely with LTHT to develop a targeted recruitment programme to support people into jobs within the facilities and estates department. This opportunity has been rolled out to other priority neighbourhoods - Beeston Hill, Recreations and the Cliftons and Nowells - to further the ambition to target recruitment in our most disadvantaged neighbourhoods. From the pilot in April, 29 people from target wards were successful in securing employment and a second cohort on programme saw 20 people recruited.*

- 3.22 This way of working has been identified at a national level as good practice and is cited in the NHS Long Term Plan. Work is underway with Employment & Skills and Communities to connect all Anchor institutions in Leeds with the six priority neighbourhoods.
- 3.23 In response to child poverty, partners have been working hard to harness resources from across a range of sources to deliver sustained holiday hunger provision. Local ward members have invested in this programme of work through their Youth Activity and Wellbeing Funds.

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<sup>3</sup> Low-income households are in receipt of out-of-work benefits or in receipt of tax credits with a reported income, which is less than 60 per cent of national median income.

**Vignette 7: Holiday Hunger**

*Activities have been targeted to our most disadvantaged neighbourhoods, enabling vulnerable children to have access to food, fun activities, learning and support to families over the holiday period. The programme reached 5,441 children, young people and 903 adults who attended with their children.*

- 3.24 Youth violence, in particular Anti-Social Behaviour (ASB) is challenging and problematic in all our priority neighbourhoods. Along with drug use, dealing and the potential for child criminal exploitation.
- 3.25 Under reporting of ASB has been a persistent problem in priority neighbourhoods, largely in part due to a fear of retribution from local criminal elements. Partners and ward members are working hard to overcome this fear by being visible, responsive and sharing information to enhance problem solving and interventions, focusing on micro-geographies of concern to maximise their impact.
- 3.26 Although, overall crime has increased in both the priority neighbourhoods and Leeds more generally since 2016, this may not reflect a real increase in actual criminal activity. The data can be affected by changes in recording practices, policing activity and victims' willingness to report crime.
- 3.27 Proactive work has also been undertaken in all priority neighbourhoods and target wards to reassure and engage with residents and provide them with useful information, such as emergency numbers. A positive outcome from increased reporting and improved recording will be the improved targeting of resources to our most disadvantaged communities.
- 3.28 The Cliftons and Nowells Hate Crime and ASB Multi-Agency Working Group emerged at a time of crisis because of significant hate crime and ASB within a small geography. Professionals sought to understand the presenting issues, whilst also recognising that the residents held a great deal of knowledge about their community, which needed to be used if changes were to be understood and proactively addressed. However, fear of retribution resulted in under-reporting of ASB in the neighbourhood.

**Vignette 8: Multiagency working to reduce ASB**

*Core team partners undertook a cumulative impact assessment to determine the intensity of the problem and utilised the Rethink formulation<sup>4</sup> to understand the problem and plan the next steps. Additional resources were deployed, in the form of the High Rise Team. Migrant Community Networkers<sup>5</sup> were able to connect with victims in a more meaningful way. Two closure orders, injunctions and the first Public Space Protection Order<sup>6</sup> ASB in Leeds was implemented. Temporary CCTV was installed and the youth offer was enhanced. A sustained reduction of 57% in Hate incidents in the Nowells PSPO area and a reduction of*

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<sup>4</sup> Rethink formulation – also known as the 6Ps - refers to the way in which when working with children and young people and families we understand their needs and experiences and how it is used to inform practice.

<sup>5</sup> Migrant Community Networkers are volunteers from migrant communities in the city and that have been trained and developed through the Migrant Access project to establish trust with and help connect migrant communities better to services.

<sup>6</sup> A public spaces protection order is an order that identifies the public place and prohibits specified things being done in the restricted area and/or requires specified things to be done by persons carrying on specified activities in that area. Failure to comply with a public spaces protection order is an offence.

*45% in Anti-Social Behaviour in the Nowells PSPO area was achieved compared to equivalent periods 12 months apart, September 17- March 18 and September 18-March 19.*

- 3.29 The key perpetrators of ASB in the neighbourhood were children and young people, who themselves were also experiencing a number of safeguarding and welfare issues leading them to spend large periods on the streets. This presence on the streets is further compounded in some priority neighbourhoods by children feeling that there is nothing to do or nowhere to go, drawing them into negative pursuits.
- 3.30 The role of youth providers in improving outcomes for children and young people is increasingly important. Active Leeds drew in additional resources from activity-based voluntary youth providers, who came together with the Youth Service and the Youth Inclusion Project to work collaboratively in some of our priority neighbourhoods. This enabled youth practitioners to be more effective in engaging and supporting young people.

**Vignette 9: Active Leeds**

*In the Clifton and Nowells, Active Leeds put in coaches to work alongside Youth Service to deliver football coaching. Active Leeds then brokered a relationship with Leeds United Foundation to sustain this delivery. In Lincoln Green, Active Leeds brought in Yorkshire County Cricket to establish junior cricket sessions, which proved popular. Active Leeds has funded three young leaders to secure a level 2 cricket coaching qualifications to sustain this activity.*

- 3.31 Core Teams have placed a significant emphasis across all priority neighbourhoods to address ASB, through a range of interventions including enhancing the local youth offer, working restoratively with young people, making best use of enforcement tools and building community resilience.
- 3.32 This collective endeavour has achieved tangible results and the gap between the priority neighbourhoods' average and that in Leeds more generally has narrowed markedly, correlating with the start of the work of the Core Teams and their deliberate focus on ASB.
- 3.33 Children and young people spend 14% of their time in school and 53% of their time in the community setting, which is three times more time out of school than in school. The Leeds '3As' strategy developed by Children and Families Services supports the locality working approach in championing the need to work with parents, families, friendship networks and communities to help them to help children succeed. So, joint work to address ASB issues in target wards and priority neighbourhoods through locality working helps improve school attendance and contributes to improving overall outcomes for children, young people and families.
- 3.34 The following example provides a strong illustration of how working in the community in this way through strong third sector anchor organisations can be life changing for young people.

**Vignette 10: CATCH: Community Action to Create Hope, Harehills**

*CATCH supports young people from a host of backgrounds and with a range of challenges, providing them with safety, stability and purpose. The Ark building itself feels like a safe and friendly space set amongst the densely packed streets of Harehills. Innovations around peer mentoring and the new Super Stars progression programme and the ongoing support to young people to raise their aspirations and connect them with life enhancing opportunities – such as apprenticeships through Leeds City College - perfectly illustrates this asset to the community.*

- 3.35 This need for community-based work is more relevant in our priority neighbourhoods where there is more risk of children and young people experiencing Adverse Childhood Experiences (ACEs) in areas of higher deprivation. ACEs have been found to have lifelong impacts on health and behaviour and they are relevant to all sectors and involve all of us in society. Improving community resilience is fundamental to delivering actions on ACEs.
- 3.36 Identifying appropriate building spaces has been important in being able to work with the local community to build community resilience and deliver targeted provision, creating safe spaces in our priority neighbourhoods and targeted wards for children, young people and the wider community to engage in positive activities. The challenge in some neighbourhoods continues to be a lack of appropriate building space and community assets of sufficient quality to offer life-enhancing experiences.
- 3.37 A recent opportunity has emerged due to a successful bid to the Office of the Police and Crime Commissioner (OPCC) as part of the Home Office Early Intervention Fund, led by Safer Leeds<sup>7</sup>. The programme has three strands focused on developing and sharing learning that mitigates the risks of youth violence and provides support for young people involved in and at risk of serious crime and violence. The programme of work is focused in Chapeltown, Harehills and the Cliftons and Nowells neighbourhoods. Safer Leeds has also been successful in receiving funding from the Violence Reduction Unit through time limited Home Office funding available until March 2020. As a result of needs assessment work on violent crime patterns, £172,840 has been allocated to community projects across Gipton and Harehills ward, Armley ward, the Chapeltown area and to Burmantofts and Richmond Hill ward to invest in community based projects that support the prevention and reduction of youth violence. It is hoped that these short-term projects will provide good evidence of how to reach and support young people in their local community and support future funding applications should the opportunity become available.
- 3.38 Improving the local environment has featured significantly in feedback from local residents, along with ASB and crime. Empty buildings, evidence of litter, graffiti, fly tipping and vandalism are prevalent across the priority neighbourhoods. Once environmental problems take hold, they can have self-reinforcing consequences and can lead to a greater fear of crime, which could drive away people from the neighbourhood who are in a position to relocate, further entrenching the problem.
- 3.39 Within Boggart Hill the derelict 'Gate' pub site has been an eyesore on the edge of the priority neighbourhood for many years. Despite extensive enforcement activity and several tentative proposals for redevelopment by the leaseholders, the site has

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<sup>7</sup> Safer Leeds is the city's Community Safety Partnership, responsible for tackling crime and disorder.

only deteriorated and continued to blight the area. The following vignette is an example of how the work of the Core Team has delivered local action.

**Vignette 11: Derelict 'Gate' pub site**

*A magnet for ASB and a signal of a declining area, following a neighbourhood improvement board meeting, the Council has utilised Housing Revenue Account funding to negotiate the buy-out of the lease and the demolition of the derelict pub building. The site now offers an opportunity for new housing and offers the potential to consider a wider site redevelopment within the context of the priority neighbourhood. Acquisition took place in October 2019 and demolition of the site is programmed for early 2020.*

- 3.40 Environmental Visual Audits have been undertaken in a number of priority neighbourhoods, which has helped partners look at the cumulative impact of the environmental issues. Formal notices are being issued by the Cleaner Neighbourhoods Team as required and enforcement is being pursued alongside informal engagement and outreach work on a range of environmental crimes and issues across priority neighbourhoods to effect behaviour change.
- 3.41 Groundwork is supporting the Cleaner Neighbourhoods Team and a range of partners to deliver the 'Love Where You Live' project in three priority neighbourhoods, as referenced earlier in this report, to stimulate social action. These programmes have run for six months and they gave a sense of what could be achieved through social action. Further funding has been drawn in through Housing Advisory Panels and Community Committee Wellbeing Funds to deliver more targeted environmental interventions. It is already clear that social action is key to improving the local environment. However, developing community capacity and capability takes time and resources to make sustainable changes for medium to longer-term improvements.

**Early intervention and prevention**

- 3.42 This integrated locality working approach focuses on early intervention and prevention to prevent reactive public service cost. The council is committed to improving housing conditions as featured in the city's Best Council Plan and to reducing inequalities as part of its Strong Economy, Compassionate City agenda with the vision to reduce poverty, providing opportunities for people and to ensure they live in a good home and a safe environment. However, not everyone has benefited from the city's success, nowhere is this brought into sharp relief more than in our most disadvantaged neighbourhoods.
- 3.43 The Leeds Neighbourhood Approach (LNA) is a partnership approach led by Private Sector Housing to address not just housing conditions and empty homes, but also the needs of families and individuals where officers cross the threshold to offer help and assistance. This has involved a partnership with colleagues in Employment and Skills, Cleaner Neighbourhoods Team, the Police, West Yorkshire Fire Service, Touchstone, White Apple, Communities Team, Health, and the Leeds Credit Union. To support this approach there has been a £4.5m home improvement scheme targeting 180 properties in the Recreation's in South Leeds to renovate the homes, and improve energy efficiency. This approach has led to the creation of a hyper-local pop up hub, 5 Recreation View, to support the community and help to deliver services. (See earlier vignette in section 3.13)

**Vignette 12: Leeds Neighbourhood Approach (LNA)**

*Since launching, the LNA in 2015 885 homes have been inspected, the inspection process has removed over 1670 hazards so far from homes where works have been completed relating to fire safety, falls, electrical safety, security and overcrowding. Over 111 long-term empty homes have been brought back into use. Multi-agency area walkabouts have been conducted and eleven landlord forums have been held to engage with local landlords and housing providers to update them on activities/developments in the city and local area. Through direct interventions when crossing thresholds, over 1100 referrals have been dealt with for support and advice from Holbeck residents around employment and training, debt and benefit advice, Anti-Social Behaviour and reporting criminal activity and social isolation and mental health support.*

- 3.44 More recently, Selective Licensing<sup>8</sup> was approved by Executive Board in June 2019. It will ensure better management of 6,500 private rented properties when it is implemented in January 2020 in Harehills, Cliftons and Nowells and Beeston. The approach to Selective Licensing has been supported by the locality working agenda and locality working will feature in its implementation through local partnerships coming together with a local offer that will support tenants to address their wider social and economic needs, whilst their housing conditions are being reviewed.
- 3.45 Kingsdale Court, a development of eight blocks of predominantly private rented flats, presents a huge challenge within Boggart Hill. The site is blighted by disrepair, fly-tipping, health and safety hazards including electrical, fire hazards and inadequate heating and insulation, anti-social behaviour and poor security with one of the blocks, Farnley House, having a void rate of 84%.

**Vignette 13: Kingsdale Court**

*The priority neighbourhood focus has provided a real insight into life at Kingsdale Court revealing that there is serious under-reporting of crime and ASB as residents are afraid of retaliation and bringing the needs of the neighbourhood into sharp relief. To help, the Police have increased proactive patrols to build a case for further action. 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. This has led to local enforcement, a temporary Prohibition Order issued by the Fire Service on Farnley House (the worst block) and discussions at senior level regarding future options for the site.*

- 3.46 Highways have recently been 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 Living Streets programme. Consultation on the Streets for People scheme starts in December 2019 with a programme of work expected to commence in April 2020.
- 3.47 Whilst these interventions have the potential to herald significant improvements, there are a number of priority neighbourhoods, such as the Cliftons and Nowells, Beeston Hill and the Recreations, where the housing tenure is predominantly private rented and more run down making neighbourhood improvement more challenging and the demands on capital investment more significant.

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<sup>8</sup>If you rent out a property in certain parts of Beeston or Harehills, you will need to apply for a selective licence. If your property is located in either of the two selective licensing areas, you will need a licence for the period of 6 January 2020 to 5 January 2025.

- 3.48 Run down neighbourhoods also have an impact on people's health and well-being. There is direct correlation between people's perception of high levels of environmental blight, such as litter, graffiti, dumped fridges, broken glass and their levels of anxiety, depression and greater wariness in using the outdoor environment.
- 3.49 We also continue to face significant health inequalities between different groups in our targeted wards and priority neighbourhoods. A relentless focus on reducing these inequalities will remain at the forefront of our efforts in locality working over the coming years to support the work of the health and wellbeing strategy to ensure that people who are the poorest will improve their health the fastest.

**Vignette 14: Careview app**

*Colleagues in Public Health are keen to tackle social isolation and have developed their award winning Careview app in the priority neighbourhoods. This innovative app allows users to "pin" addresses based on the appearance of the property, looking for signs of unmet needs. Voluntary sector organisations then visit the properties to see what if any assistance is required and individuals have been connected with the relevant support.*

- 3.50 Public Health are undertaking Health Needs Assessments in each of our priority neighbourhoods and supporting wider connectivity with health partners and partnerships such as the Local Care Partnerships and third sector organisations. Examples include targeted preventative interventions, such as increasing childhood immunisation rates and take-up rates of over-forty health checks.

**Getting to the root causes, sharing knowledge**

- 3.51 In order to determine the root causes of major issues and develop more effective local solutions to challenges, a more integrated approach to locality working has explored ways in which Core Teams can have a more rounded view of the lives of local residents.
- 3.52 The Rethink Formulation is a demonstrable example of how core team partners are adopting restorative methodologies to understand more effectively the root causes, from a whole system perspective. Rethink Formulation is a key element of the Leeds Practice Model<sup>9</sup>; this approach has been used to support partners to work differently in our response to dealing with Hate Crime and ASB, looking at the whole system perspective of the lives of those involved.

**Vignette 15: Rethink Formulation, Leeds Practice Model**

*Rethink Formulation has enabled better awareness of the identified challenges, particularly around relationships and discrepancy in the way different agencies are working with families. Following the success of holding formulation meetings with individual families, the formulation model has been applied at a community level. Feedback from those involved, which included local residents, was positive and many of the takeaways related to a feeling of hope, having had their say on issues affecting them in the neighbourhood and feeling positive about finding ways forward.*

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<sup>9</sup> Leeds Practice Model is an evidence-based model of case formulation to support the organisation and analysis of information and to help structure conversations.

## Working differently and system change

- 3.53 Core Team partners have shown innovation and creativity to resolve local issues, using strengths based, restorative and problem solving approaches to tackle local issues, there is not a 'one size fits all' solution.

### **Vignette 16: Pilot Playworker project, Voice and Influence Team**

*A pilot Playworker project has been implemented to supplement the local youth offer. The Playworkers will focus on young children aged 6-11, addressing a gap in provision for the under 11s, to create positive engagement opportunities. This will enable Youth Service to engage with the older age group. It is also being piloted as a prevention approach in diverting children away from criminal exploitation.*

- 3.54 Partners have been working hard to find innovative local solutions to engage children and young people. Football has a magical ability to connect and energise communities. The Leeds United Foundation is working positively to engage children and young people, to persuade them away from negative pursuits.

### **Vignette 17: Leeds United Foundation Kicks programme**

*Following on from the success of Leeds United Foundation's approach in Halton Moor, £60,000 has been secured through Recycling and Energy Recovery Facility (RERF) funding, Office of the Police and Crime Commissioner (OPCC), Inner East Cluster and Leeds United Foundation funding to increase this offer to include the Burmantofts and Richmond Hill ward. Leeds United Foundation will provide a seven-day offer across the ward and 1:1 mentoring targeting the most vulnerable / at risk young people.*

- 3.55 Our priority neighbourhoods have significantly higher proportions of children and young people, with a large percentage living in crowded properties, with no access to outdoor play. Leeds commitment to children's play seeks to create a child friendly city that values spontaneous play. Supporting children and young people with opportunity, time and space to play independently and with others and recognising children playing is essential to a happy, healthy childhood. A number of parks in our priority neighbourhoods have lacked any infrastructure to inspire play and recreational activities. Core Teams and targeted ward partnerships have been rethinking the design and delivery of play spaces in local parks with play design principles, community engagement and play value at the centre of playground design.

### **Vignette 18: Core Team 'physical activity take-over mastermind workshops'**

*Locality Working has provided a locus for colleagues and partners to target investment and resources to our priority neighbourhoods and target wards and our responsive local structures are enabling partners to maximise on investment opportunities. Boggart Hill, Beeston Hill and the Recreations core teams have been working to unlock £500K of Sport England funding. Core teams have run 'mastermind workshops' to provide the insight required by Sport England to demonstrate that we understand the community and the people that do great things already and how we can harness this potential to develop physical activity. As a result, Sport England funding was confirmed in November 2019 to support the Get Set Leeds project in these three priority neighbourhoods.*

- 3.56 £33,000 funding has been secured to enhance the recreational play equipment in Lindsey Gardens. £61,000 funding has also been secured to enhance Nowell Mount Park, inclusive of recreational play equipment and landscaping, with a pending bid

to the Football Foundation to enhance the Multi-Use Games Area. The Ministry for Housing, Communities and Local Government provided £10,000 to improve Trentham Park in Beeston Hill and this was match funded by local ward members. The park was transformed from a dull, unsafe, uncared-for space into a vibrant family-friendly play area, through a community-based project called 'Green up Your Life – For Art's Sake'. New Wortley Community Centre secured funding from the Big Lottery to create an informal play and nature garden on some greenspace adjacent to the centre.

- 3.57 Local solutions are informing new ways of working and the development of new models of working and system change. Partners have been using these models to work across targeted wards and system change can be seen across a number of directorates.
- 3.58 The contribution that migration has made to the city and in particular our priority neighbourhoods and target wards has led to more diversity, which has raised aspirations and driven improvements. This can be seen in Beeston Hill, Cliftons and Nowells and the Recreations priority neighbourhoods, where there is a real richness of diversity. However, these communities need support to overcome localised challenges and connect better with local services and opportunities.
- 3.59 The Migrant Access Project in the Clifton and Nowells was established to bridge the gap between migrant communities and services. The Migrant Community Networkers (MCNs) instantly connected with households and supported them with in dealing with Hate Crime and Anti-Social Behaviour. The MCNs brought knowledge and bilingual skills to help overcome barriers to engagement and built positive relationships. The MCNs identified a need for better support for migrant communities, particularly, newer communities to navigate and access the many services and networks available. As a result, the council successfully bid to the Ministry of Housing, Communities and Local Government (MHCLG) to employ five Community Connectors to address ongoing challenges. The following vignette provides an insight into how we are working differently with migrant communities to overcome these challenges.

**Vignette 19: Better support for migrant families**

*The Community Connector initiative has already demonstrated that this approach is effective with 61 households being supported so far. This 15-month project aims to support new migrants to connect with local services and existing community networks through building bridges that encourage participation and independence. This project also adds value to wider programs of work by providing a better understanding of culture of place. The main areas of support that households have requested relate to Universal Credit, housing and employment. In addition, further funding from MHCLG has allowed the city to lead and develop an ESOL strategy, as well as a £200,000 Language Hub grant funding pot for volunteer-led activities in communities, which bring people together to share their skills, build relationships and provide opportunities to practice conversational English.*

- 3.60 Learning from the Hate Crime and ASB work in the Cliftons and Nowells has informed the LASBT review and system change.

**Vignette 20: new Community Multi-Agency Risk Assessment Conference (MARAC)**

*Learning from the Cliftons and Nowells Hate Crime and ASB working group's approach informed the LASBT review and the development of the new Community MARAC for the City. Work is currently underway to connect local diagnostic and problem solving working groups in the targeted wards with the Community MARAC and Tasking arrangements, in for example East End Park, Cross Green, Boggart Hill and Halton Moor.*

- 3.61 As highlighted earlier in the report (section 3.21), learning from the work in Lincoln Green with Leeds Teaching Hospital Trust (LTHT) has led to further work with more of Leeds' anchor institutions to explore how they might better support the locality working in our priority neighbourhoods.

**Neighbourhood Improvement Board (NIB) – 'Big Asks'**

- 3.62 The Neighbourhood Improvement Board has enabled the most significant challenges in each of the priority neighbourhoods to be examined and considered by the Executive Member for Communities and Environments, Community Committee Chairs, Chair of the Environment, Housing and Communities Scrutiny Board and Directors from all council directorates.
- 3.63 Each Core Team has presented a number of 'Big Asks' that represent the most significant challenges in each of the priority neighbourhoods. These Big Asks are set out thematically below.

Children, young people and families

- 3.64 The need to address educational attainment in all our priority neighbourhoods was identified. A targeted 3As programme of work was agreed for the Boggart Hill and Cliftons and Nowells priority neighbourhoods.
- 3.65 The NIB was asked to consider targeted and specialist interventions within the context of the Youth Work Review, to allow positive work with young people to continue effectively and safely. Support was also requested to provide youth development capacity to help develop intensive engagement with challenging young people to compliment the Rein Park and Playbox activities.
- 3.66 The NIB was also asked to look at the opportunity presented through Home Office funding to create a children and family hub in the Cliftons and Nowells and explore the development of wider opportunities. Such as strengthening the youth work and youth development activity, enhancing the local learning offer, provision of support to local families in vulnerable circumstances and strengthening community resilience. Support from Asset management was requested to accelerate arrangements to allow the flexibility to deliver the project in a short time, in accordance with the Home Office timescales.

Employment, Skills and Welfare

- 3.67 A pilot project with the Department of Works Pension (DWP) in the food banks was cited as good practice, the learning from which should inform working across the other five priority neighbourhoods. Leading on from this pilot project a 'Big Ask' was raised around the need for better data sharing between the DWP and Leeds City Council to better engage with residents and deliver targeted interventions to tackle

worklessness. Along with exploring additional support for people on low incomes and those having difficulties after benefit changes.

### Health and Well-being

- 3.68 The NIB was asked to ensure that primary, secondary and community health care worked together effectively to support those with the poorest health to improve quickest by ensuring that services are relevant and accessible for the local population to access.

### Community Safety

- 3.69 The NIB was asked to develop a strategic approach to supporting families who are repeat evictees, due to their challenging behaviour. NIB partners agreed a better alternative to closure orders than moving families around the City is needed. Taking into account the age of some of the children and young people involved in criminal behaviour and their exposure to negative influences, criminal behaviour and criminal exploitation, the NIB was asked to develop a more targeted community based youth offer, focused on 8-13 year olds age group. The NIB was asked to put additional resources into combatting the drug supply and tackling organised crime gangs involved in the importation and distribution of drugs. As part of a tool kit of intervention options, the NIB was asked to improve the accessibility of deployable CCTV cameras in priority neighbourhoods.

### Housing and environment

- 3.70 The NIB was asked to explore the connectivity between our priority neighbourhoods and the opportunities afforded by the city centre.
- 3.71 In Holbeck, the NIB were asked for resources to complete a second phase of group repair and bin yard improvements in the Receptions. Already one-third of the back-to-back properties have been improved and the remaining houses are in need of similar improvement to help make the area a more desirable and healthier place in which to live. The NIB was also asked to support the redevelopment a number of sites including the former Matthew Murray site, which Leeds United plan to develop and transform into a state of the art training facility, to ensure that there is maximum community benefit from any proposals. In addition, the NIB was asked for support to enhance existing community assets, such as St Matthews Community Centre and The Holbeck Club, in response to local challenges around the lack of community assets and building space in the area. Following the successful bid for £1m from the Department of Transport and West Yorkshire Combined Authority, the Board were asked to support the Streets For People initiative in the Receptions with contributions and collaborative working from their respective service areas. This work is now well underway with many services contributing to the development of an initial household survey and door knocking exercise to help gauge opinion prior to any improvements being implemented.
- 3.72 Poor housing conditions are prevalent across all priority neighbourhoods. As referred to earlier in this report, the NIB was asked to consider a long-term comprehensive solution to the challenge of housing conditions at Kingsdale Court in Boggart Hill. A further request in this priority neighbourhood was to consider plans for demolishing the former Gate pub and establishing an ambitious plan for this site within the context of wider community assets.

- 3.73 The NIB was also asked to identify capital and revenue funds to supplement investment into Nowell Mount Park and Boggart Hill Rein Park to support quality improvements and achieve Leeds Parks Standard.

#### Community engagement and cohesion

- 3.74 The NIB was tasked to develop a strategic approach with Third Sector partners to create sustainable ABCD Community Builders, which are flexible to work across a range of neighbourhoods with entrenched poverty and inequality.
- 3.75 Some actions have been progressed quicker than others have, because of their different complexities and scale of challenge. The Executive Member for Communities has oversight for this programme of work and will monitor progress over the forthcoming year, working with Directors to address challenges. The NIB is asking the relevant Scrutiny Boards to drive these actions through their board meetings, working directly with the relevant Directors and Executive Board portfolio holders.

#### The performance management framework for locality working

- 3.76 We propose to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Given that the Index of Multiple Deprivation (IMD) 2015 was the primary basis on which the Areas were first identified, it is logical that where possible we draw on the same underpinning data and analysis as the IMD. We will also seek to adopt the same broad categories where recent data is available these are claimant count; children in low-income households; educational attainment and absence; crime, public health indicators, long-term empty properties.
- 3.77 A profile can be produced for each priority area, which will seek to track change over time. Appendix 4 presents an example profile. It is important to note that due to the time lag in the data that underpins the IMD that these profiles provide a baseline for each Area rather than a measure of progress since the priority areas programme was established in 2017. In addition, we believe that these profiles can be augmented by surveys of the local community to a common set of questions, to provide more immediate insights and perceptions of progress.
- 3.78 In September, the Office for National Statistics (ONS) published the IMD 2019 Update. The revised data measures relative deprivation in England across 32,844 neighbourhoods or Lower Super Output Areas (LSOAs), based on 39 indicators across seven domains. It ranks each neighbourhood from most disadvantaged (1) to least disadvantaged (32,844). Full details are available on the Leeds Observatory [here](#). Key headlines are:
- 24% of Leeds' LSOAs now fall within the most disadvantaged 10% nationally. In 2015, there were 22% of LSOAs in the most disadvantaged 10% nationally.
  - Leeds ranks 33 out of 317 (where 1 is most disadvantaged and 317 is least disadvantaged) local authorities when looking at proportions of LSOAs in the most disadvantaged 10% nationally.
  - The most disadvantaged areas are concentrated in the inner east and inner south of the city.

- 12 LSOAs in Leeds have been ranked in the most disadvantaged 1% nationally down from 16 in 2015. Changes between 2015 and now are St Hilda's, East Park Drive and Easterley Grove have moved into this cohort since 2015; Trentham St, Lincoln Green, Bismarcks, Winroses, Bellbrooke Ave, Comptons and Halton Moor have moved out of this cohort.
- All the priority areas still fall within the most disadvantaged 1% nationally, with the exception of Lincoln Green that has seen relative improvements but is still ranked in the most disadvantaged 10% nationally.

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

- 3.79 Environment, Housing and Communities Scrutiny Committee has 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.
- 3.80 A particularly valuable part of that process was the engagement of the other scrutiny boards at the working group discussions. 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 committees to co-scrutinise the engagement and contribution of all departments and services to the new approach.
- 3.81 It has also been highly beneficial to have the Environment, Housing and Communities Scrutiny Chair as a member of the NIB. This presence has allowed sustained dialogue and input to take place from the Scrutiny Board, and helped to shape the strategic direction of the locality-working programme and its implementation.
- 3.82 Looking ahead, we propose that directorate update reports are brought periodically to their respective Scrutiny Board on their programmes of work in the priority neighbourhoods, as part of a whole system approach to locality working.

## **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 As part of the Council's commitment to being a compassionate city and reducing poverty and inequality, 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.

4.2.2 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 entrenched poverty.

4.2.3 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.

### **4.3 Council policies and the Best Council Plan**

4.3.1 The Best Council Plan clearly articulates the strategic 'Best City' vision to tackle poverty and reduce inequalities through strengthening the economy in a compassionate way. The 'Best City' priorities set out in the Plan include Safe, Strong Communities and Inclusive Growth that together, focus on targeting interventions to tackle poverty in priority neighbourhoods, thereby developing thriving, resilient communities.

4.3.2 At the time of writing, the Best Council Plan is due to be updated for the period 2020/21 to 2024/25 with initial proposals to retain this strategic ambition and underlying 'Best City' priorities due to be considered at the 7 January 2020 Executive Board meeting. The locality working and priority neighbourhood approach and recommendations within this report will continue to support the delivery of the overarching vision and priorities.

#### Climate Emergency

4.3.3 A range of initiatives within the priority neighbourhood approach supports the climate emergency agenda. These include planting additional trees in certain areas, helping to improve air quality; also work to improve housing conditions, delivering greater energy efficiency and thereby reducing fuel poverty.

### **4.4 Resources, procurement and value for money**

4.4.1 The work articulated in this report 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.

## **4.5 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 not eligible for call-in.

## **4.6 Risk management**

- 4.6.1 The council has 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.

- 4.6.6 An investment-led approach is needed alongside more joined up working across services.

### Climate Emergency

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 this.

## **5. Conclusions**

- 5.1 Locality working is evolving through collaborative working, innovation and good practice. It makes best use of the physical and human assets we have in our local areas and harnesses the community spirit that thrives within our localities. It is based on the democratic accountability of local ward members and community committees, strong community leadership, early intervention, reducing the needs for residents to engage with expensive council or health services unnecessarily. By bringing people together, from individual residents, businesses, community and faith groups, councillors, 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.

## **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 –
- a) Comments on the content of this report.
  - b) Reflects on the content of future progress reports in the light of the increasing engagement of council directorates in locality working and its implications for the work of other scrutiny boards.
  - c) Continues to work with the Chief Officer Communities, Executive Member Communities and the Director of Communities and Environment to strengthen the leadership role of ward members and Community Committee Champions to support the delivery of Best Council Plan priorities through locality working.

## **7. Background documents<sup>10</sup>**

- 7.1 None

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<sup>10</sup> 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.