

Tackling Inequality and Disadvantage in Communities: Locality Working

Date: 16th March 2022

Report of: Director of Communities, Housing and Environment

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

Including how it contributes to the city's and council's ambitions

The purpose of this report is to provide an update and receive feedback and support from Executive Board, on the work that has taken place so far on the city's new Locality Working approach and the next stage of its development. This includes:

- Continuing to have a whole city focus through the Council's city-wide Community Committee structure and seek to develop and strengthen this further.
- Expanding the current locality remit for priority neighbourhoods to the 12 most disadvantaged neighbourhoods in Leeds (1%) and develop a more focused approach across the 6 most disadvantaged wards where these neighbourhoods reside, including the development of Local Area Plans.
- Work collaboratively with local elected members, services and partners to ensure that the learning and good practice developed in the priority neighbourhoods is shared and where appropriate, expanded into other parts of the city facing similar challenges.
- Continue to build on the work of the Neighbourhood Improvement Board (NIB) as part of the city-wide strategic approach to tackle inequality and poverty linked to the new Best City Plan.
- Establish a new citywide Locality Working Delivery Group.
- Consider how the new approach can be supported by other Scrutiny Boards and how their role and influence can add value to the work of the Neighbourhood Improvement Board.
- Continue to build strong local relationships and partnership arrangements to deliver actions which address locally agreed priorities.
- Seek and secure corporate support to implement cultural change through workforce development across the council and across our local partnerships, so that we can learn and apply improvements across the whole city.

Operating alongside the city's Community Committee structure, the city's approach to Locality Working provides a vehicle through which the Council and many of its partners, deliver our ambition to help tackle inequality and poverty across our most disadvantaged communities.

Recommendations

The Board is asked to:

- a) support the continued development of the Locality working approach and endorse the evolving whole city approach to Locality Working around the more targeted, seasonal and responsive approach.
- b) support the upscale of the Locality Working approach to increase the priority neighbourhood footprint in our most disadvantaged communities to cover all the 12 (1%) most disadvantaged neighbourhoods, whilst retaining a focus at the ward level in the city's 6 priority wards to enable greater impact and outcomes, through a collective focus to tackle inequality and poverty and build more thriving and resilient communities.
- c) support work with Elected Members and Community Committees to explore how the role and responsibilities of Community Committees could be even further enhanced through the new Locality Working approach.

Why is the proposal being put forward?

- 1 The Executive Board report and Communities, Housing and Environment Scrutiny Board reports in 2020 demonstrated the positive impact that locality working is having, how it is making the best use of the physical and human assets we have in our local areas and how we are harnessing the community spirit within our localities. It is rooted in the democratic accountability of local ward members to their wards, community committees, strong community leadership and early intervention.
- 2 The Communities, Housing and Environment Scrutiny Board and Executive Board have been instrumental in helping to shape and influence the city's Locality Working approach and the programme of work that has been delivered. As the approach seeks to move towards the next phase of its delivery, their ongoing involvement and support is considered pivotal.
- 3 The Locality Working approach seeks to continue the collective focus that commenced in 2017 in some of our most disadvantaged neighbourhoods, and over time evolve and upscale the learning and good practice developed in these neighbourhoods, to deliver greater impacts and results in other areas of the city facing similar challenges and thereby build more thriving and resilient communities.

What impact will this proposal have?

Wards Affected:

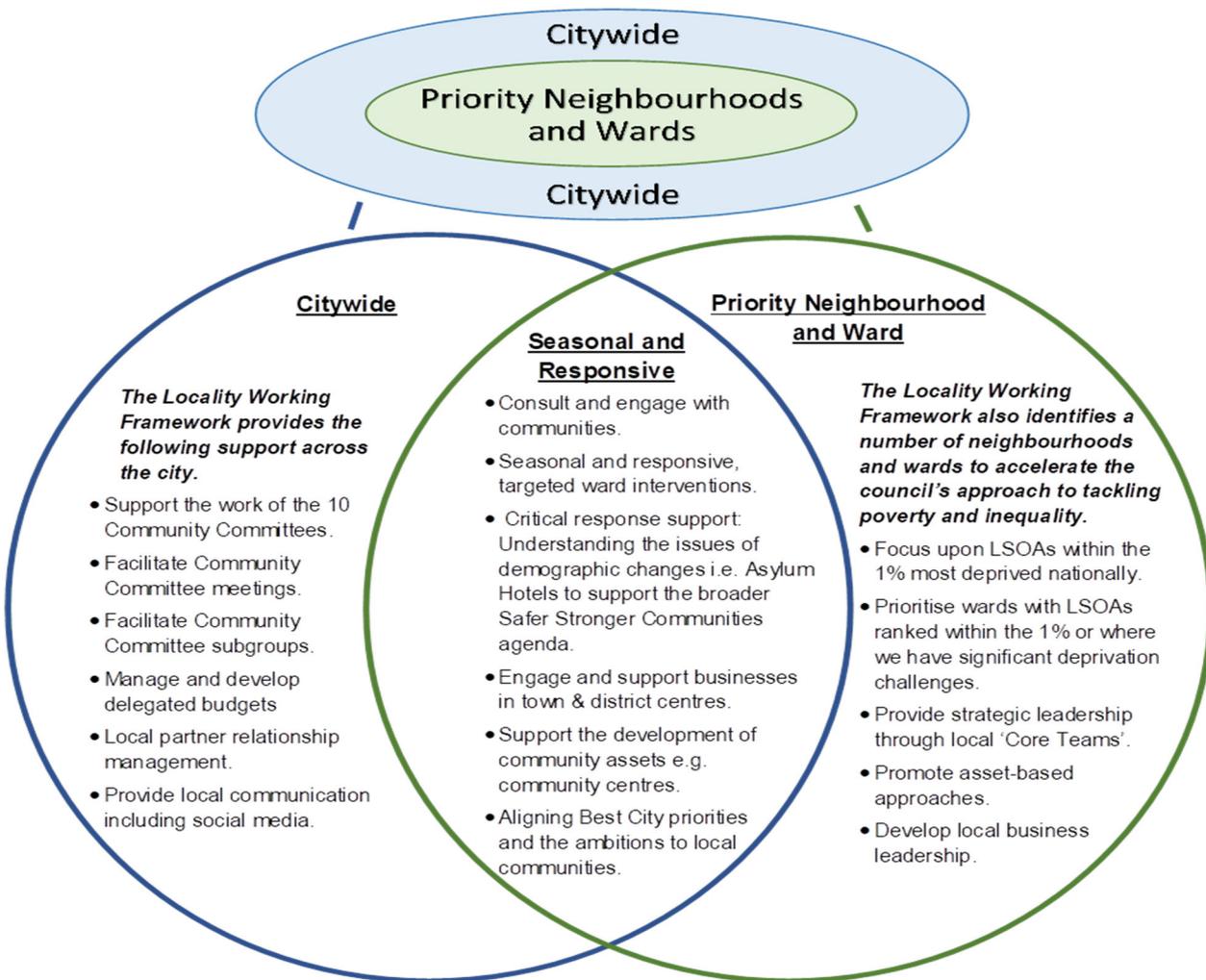
Have ward members been consulted? Yes No

- 4 The Locality Working approach aims to respond to the National Indices of Multiple Deprivation (IMD) data, a set of descriptive statistics that are published by the Office for National Statistics every 3-4 years. In 2015 the IMD identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally.
- 5 The Locality Working approach initiated in 2017, sought to establish what the possibilities could be if as a Council and partners, we worked differently in specific areas of the city. This was always predicated on the potential to extend the Locality Working approach to all the city's 1% most deprived communities.
- 6 In 2019 the IMD data was refreshed, the main findings for Leeds were:
 - 24% of Leeds LSOAs now fall within the most disadvantaged 10% nationally (compared to 22% in 2015).
 - Ranked 33 out of 317 local authorities on the proportion of LSOAs in the most disadvantaged 10% nationally (ranked 31 out of 324 local authorities in 2015).
 - 186,000 people in Leeds live in areas that are ranked in the most disadvantaged 10% (compared to 164,000 people in 2015).
 - The most disadvantaged areas are concentrated in the communities of Inner East and Inner South.
 - 12 LSOAs in Leeds have been ranked in the most disadvantaged 1% nationally down from 16 in 2015.
- 7 The new approach seeks to continue and build on the good work that has taken place so far, by working more intensively in targeted areas of the city to reduce poverty and inequality through the delivery of a range of innovative and new ways of working. The approach will increase the footprint for working in priority neighbourhoods to cover all the 12 (1%) most disadvantaged neighbourhoods, whilst also retaining a focus at the ward level on the city's 6 priority wards. The 6 Priority Wards are the six wards with at least one neighbourhood ranking in the 1% most deprived neighbourhoods nationally, whilst also ranking highly in deprivation in the 2019 IMD data.
- 8 Over the last eighteen months there have been many examples of more progressive integrated and place-based ways of locality working. Appendix 1 and 2 provide illustrations of good practice and learning delivered through the proof-of-concept stage of the Locality Working programme.
- 9 In addition, the new approach to Locality working outlined in this report, will seek to develop more agile ways of working to allow resources to be 'flexed' into other areas of the city to provide a seasonal and responsive approach based on both known local issues

and using more predictive and dynamic analysis tools to track trends and emerging issues at ward and neighbourhood level.

- 10 Work to develop and strengthen the citywide Community Committee structures will take place, and there will be a greater emphasis on sharing the learning, experience and improvements delivered through this new approach with committees and the relevant scrutiny board where appropriate. This will help to ensure that all parts of the city benefit from new initiatives and ways of working that deliver quantifiable results.
- 11 There is a desire to further explore with Elected Members and Community Committees how the role and responsibilities of Community Committees could be even further enhanced through the new Locality Working approach.
- 12 Diagram 1 outlines how the approach will operate at a citywide and locality level.

Diagram 1



- 13 By adopting this new way of working, building on our experiences so far and extending the reach and benefits that this new way of working can achieve, our aim is to reduce poverty and inequality and create stronger and more resilient local communities.

14 See Appendix 3 for further context and background information on this new approach.

Corporate Connectivity

15 Cross-Council Task and Finish Group- Strategic Review of Neighbourhoods and Communities

16 In November 2021 the Chief Officer for Transformation and Change led a Corporate task and finish group to undertake a strategic review of how the Council and key partners deliver services within Neighbourhoods and Communities. The review was undertaken within the context of:

- The need for a more holistic, less siloed approach to early intervention and prevention and ways of working to tackle poverty and address inequality especially in the least advantaged 1-10% areas.
- To challenge and achieve more through more efficient working arrangements whilst improving outcomes for individuals, families and communities and tapping into the resources within communities.
- Services being more accountable to and co-produced with communities.
- Recognition that the city needs a new neighbourhood model for working with the Third Sector, e.g. the evolving community anchor network, and a thorough exploration of the role of citizen-led contributions to prevention.
- The significant financial challenge faced by the public sector, alongside the increasing demand and complexity of the issues and challenges that are now being presented to public services.

17 The working group brought together senior officers and external partners to look at how we can better construct and connect our local working arrangements, such as the Locality Working Framework, Local Care Partnerships and Clusters to explore opportunities around shared infrastructure, assets and resources and workforce and digital development.

18 The review recommendations identified opportunities to make significant advancements in realising the ambition of locality working through improved alignment and connectivity to other citywide structures, across our most disadvantaged communities and the wider city by:

- building on existing related and complementary approaches, sharing infrastructure, resources, and workforce to deliver better, more efficient, and effective service delivery;
- working together in our most challenging areas of the city and with those communities most in need and;
- express the city ambition through local delivery plans developed with the community to secure better engagement and ownership.

- 19 The task and finish group agreed that by harmonising different areas of public service, third sector and the wider economy, we can better utilise our collective skills, expertise, infrastructure and resources to operate more effectively and efficiently. There is the opportunity to realise our ambition around whole system change, through place-based locality working approaches that focus on the needs and wishes of the local population.
- 20 A Director led corporate working group will now lead on the strategic cross council delivery of the review's recommendations, reporting into the appropriate Scrutiny Board's and updating the Neighbourhood Improvement Board as part of the Locality Working annual reporting framework.
- 21 **New City Plan**
- 22 Our approach to locality working is crucial in achieving the aims set out against all three key pillars in the newly adopted Best City Ambition – in addition to the overarching mission the council must be to tackle poverty and inequality.
- 23 There is the opportunity to explore how the Locality Working Framework can enable a stronger local response to the aims set out against all three key pillars in the new City Plan. The new Locality Working approach seeks to develop Local Area Delivery Plans for each of the Community Committees and work is underway with the Intelligence and Policy Team to look at how the Local Area Delivery Plans can be deployed as a local expression of the new City Plan, through the Community Committee and locality working infrastructure, to drive and support progress in ways that local people understand and support. See Diagram 2.

Diagram 2



**Through the 10 City Wide Community Committees*

24 Neighbourhood Improvement Board

- 25 The city-wide Neighbourhood Improvement Board continues to provide strategic oversight of locality working in our priority neighbourhoods. Since the outbreak of the pandemic and lockdown, there has been a significant focus on combatting the impact of the Covid-19 crisis.
- 26 At the July Neighbourhood Improvement Board meeting, NIB Board Members requested the development of a Covid-19 Crisis and Recovery Plan, to build on the need to work differently due to the impact of Covid-19 and to ensure a continued focus on poverty and inequality in our most disadvantaged communities. The Covid-19 Crisis and Recovery Plan has evolved over the last 12 months, proceeding into a NIB Delivery Plan, with work underway to connect and align the plan with the new City Plan.
- 27 The NIB Delivery Plan is cross-cutting, bringing together a range of strategic priorities and interventions focused on our most disadvantaged communities from across all Council directorates and partner organisations. Appendix 4 provides examples of this 'Team Leeds' approach.

28 Investment and Planning Approach

- 29 The Safer Stronger Communities Team are working with Regeneration, Planning and Asset Management to embed an investment and planning approach to the new Locality working framework. Discussions are taking place to map out spatial priorities in the 6 priority wards over the next 3 – 5 years and begin to consider how the Local Delivery Plans will be aligned to the city's strategic investment priorities both within these areas and the wider Leeds economic framework.
- 30 Working through the NIB and the Locality Working Core Teams has galvanised community involvement, enabled a much clearer understanding of local need, highlighted local challenges, for example around connectivity, housing conditions and asset deficits, improved local engagement in the design and planning process and enabled innovation and localised solutions.
- 31 The following bullet points provide examples of how the NIB has driven investment into our most disadvantaged communities:
- £3.9m of funding secured of which £2.65m is from the Government's 'Get Building Fund' for Phase 2 of the Holbeck Group Repair Scheme that will complement the Phase 1 scheme and build upon the work already completed. The second phase will improve a further 150 properties in the **Recreations** providing new rooves, windows, doors and new boundary walls and yards where appropriate as well as external wall insulation to improve the thermal efficiency of the homes.
 - A central capital injection of £125,000 was boosted by a financial allocation from local Elected Members (through their capital budget) to deliver ward improvements to bin yards in **Beeston Hill**.

- Selective Licencing has commenced in Beeston and Harehills, with an initial focus in the **Nowells, Ashtons and Beeston Hill**.
- £11.4 million investment to be directed to the **Beverleys, Recreations and Nowells** to address back-to-back hosing over the next couple of years: a contractor has been appointed and started work in 7 pilot properties with the main works starting in January 2022 with planned completion in December 2022.
- Work is continuing on the Strategic Outline Case for the **Lincoln Green** Wellbeing Centre, with sign off expected in Autumn 2021.
- The Project Board for **Lincoln Green** investment framework continues to progress work streams. A retail market assessment has now been completed.
- The Council agreed to progress a longer-term strategy for the Kingsdale Court site in **Boggart Hill**. Executive Board gave permission to acquire a portfolio of around 40 of the 88 flats, with other owners approached to determine any further interest to sell. Purchase of the original 40 flats has now been completed and these are now in the management of Housing Leeds. A further 14 sales are also being progressed.
- The former Gate Public House in **Boggart Hill** was demolished in February/March 2020, with the site landscaped and secured. The aim of these discussions was to develop an ambitious vision for this and adjacent sites, in order to create a hub for the local community. There is now interest in progressing plans for the site and discussions have resumed with colleagues in Development.
- A masterplan has been drawn up by Parks and Countryside for Nowell Mount Park in the **Cliftons and Nowells**. Funding has been secured for a 'Learn to Ride' cycling project and we are awaiting the outcome of Football Foundation funding for improvements to the MUGA, which includes Floodlights, as this is a major barrier for the continuation of outdoor activities over the winter months.
- Improvements to Rein Park in **Boggart Hill** have continued albeit with some delays due to Covid. The Playbox is now back in the park twice a week and planning is ongoing for a range of activities to sit alongside the capital investment. Improvements run along two strands with a project group overseeing the installation of an all-weather multi-use bike track and designs for various pieces of new playground equipment for both toddlers and older young children have been finalised.
- Following discussions with partners, the Environment and Design Group at Leeds City Council have drawn up an initial landscape analysis and ideas detailing how Holbeck Moor in the **Recreations** can be improved to help make Holbeck a more attractive and healthier place for everyone through improved facilities on green spaces.

What consultation and engagement has taken place?

- 32 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.
- 33 Throughout the initial phase of the programme, consultation took place across all Council services and key partners such as West Yorkshire Police; NHS; Further and Higher

Education providers; Voluntary, Community and Faith Sector; local Councillors and residents through a wide range of forums and formats.

34 In seeking to formalise the new arrangements, consultation and engagement has been undertaken with the following:

- Communities, Housing and Environment Scrutiny Board
- The Neighbourhood Improvement Board
- Community Committees
- Local partnership networks

35 **Communities, Housing and Environment Scrutiny Board**

The Chief Officer for the Safer Stronger Communities Team and the Head of Locality Partnerships took the proposed new Locality Working approach to the November 2021 meeting for a discussion with the Scrutiny Board Members. The Scrutiny Board Members expressed their pleasure that areas had been lifted out of the priority needs areas following the locality approach to working but emphasised the need to continue to build on the work that has already done to ensure they do not fall back into being priority areas and to widen the scope and focus into other disadvantaged communities.

36 **Neighbourhood Improvement Board (NIB)**

The Chief Officer for the Safer Stronger Communities Team and the Head of Locality Partnerships took the proposed new Locality Working approach to the November 2021 meeting for a discussion with NIB Board Members. NIB Board Members were in support of the proposals and the timeliness of upscaling the Locality Working approach to increase the footprint for working in our most disadvantaged communities, given the impact of Covid-19 has been greater in the poorer areas of the city.

37 **Community Committees**

The Chief Officer for the Safer Stronger Communities Team took the proposed new Locality Working approach to the February Community Committee Chairs Forum meeting. The new approach was well received and prompted a discussion about how this will be applied locally. This will form part of an ongoing discussion with Elected Members to explore how the role and responsibilities of Community Committees could be even further enhanced through the new Locality Working approach.

38 **Local partnerships networks**

Communication and engagement with local partnerships is an ongoing process and we will continue to work closely with local stakeholders through the locality working partnership infrastructure and our place-based working.

What are the resource implications?

39 The work articulated in this report currently makes best use of existing resources already working in neighbourhoods and seeks to do things differently by making best use of the leadership role and knowledge of locally elected representatives, working with residents to shape their neighbourhoods and inform service re-design to tackle poverty and reduce inequality. It also seeks to help communities to be more resilient, strengthen cohesion and prevent issues and challenges escalating in priority neighbourhoods.

40 To make continued progress, an investment-oriented approach is needed whereby available resources, for example, capital investment schemes are better targeted to these priority areas through a more joined up working across services.

What are the legal implications?

41 A citywide neighbourhood improvement board led by the Executive Member for Communities provides strategic oversight for the programmes of work that are required. The views and aspirations of local ward members are instrumental in both the local arrangements and the citywide Board

42 There are no exempt parts of this report so there are no access to information issues.

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

44 This report is eligible for call-in.

What are the key risks and how are they being managed?

45 The Council has determined a risk to community cohesion and it has established this risk on its corporate risk register. It has also been discussing a need to change radically the way we work in localities and 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.

46 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.

47 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.

48 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.

49 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.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth

Health and Wellbeing

Climate Emergency

- 50 Our approach to locality working is crucial in achieving the aims set out against all three key pillars in the newly adopted Best City Ambition – in addition to the overarching mission the council has to tackle poverty and inequality. Effective working at a locality level, alongside partners and with communities, will enable stronger responses to the challenges faced in our most disadvantaged communities in Leeds, and will support progress to be made in a way that local people understand and support.
- 51 Locality working in our most disadvantaged communities, tackling poverty and inequalities, will be key to guiding our recovery from the Covid-19 pandemic, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic. There are opportunities to promote inclusive growth and support more people into good quality local work, while creating more welcoming environments which support good mental and physical health and wellbeing.
- 52 Swings in climate and more extreme weather will create inequality, as financial disparity creates pressures between those able to invest in measures to maintain comfort, diet and activity that may be denied to those least able to afford it. A range of initiatives within the priority neighbourhood approach supports the climate emergency agenda. These include planting additional trees, helping to improve air quality; also work to improve housing conditions, delivering greater energy efficiency and thereby reducing fuel poverty.

Options, timescales and measuring success

What other options were considered?

- 53 From the onset, this approach was predicated on a move towards a model of working that could be delivered across all the city's most disadvantaged neighbourhoods, and the first phase of this work sought to demonstrate the value and success of locality working as a scalable approach to tackle inequality and poverty across the city. If we stay as we are, working in just six of the priority neighbourhoods, this limits impact, scalability, flexibility, consistency, and a collective focus on all the most disadvantaged 1% LSOAs nationally in the city. The recommendation throughout this paper is to evolve the way we are working to be able to upscale this approach through a Locality Working Framework that will enable greater impact and outcomes, through a collective focus on our most disadvantaged communities to tackle inequality and poverty and build more thriving, more resilient communities. There is the opportunity to shape a refreshed locality-working framework that encompasses whole system change, to more integrated locality working multi-disciplinary approaches.

How will success be measured?

- 54 We have been working to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Profiles have been developed for each priority neighbourhood to track changes over time. 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 can also 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.

- 55 The new Local Area Plans (ADPs) will include performance indicators and success measures based on current data and trends at both local and national level. Local priorities for each of the 10 Communities Committees will be agreed by ward members and included in the ADPs, and these will be used by the committees to support investment decisions and guide the work of the themed Community Committee Champions. This will support a more targeted and intelligence led approach to how we work and prioritise resources in our most challenged neighbourhoods and across the wider city.
- 56 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.
- 57 However, Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions and the outcomes in our most disadvantaged communities. Therefore, the performance management framework will form a focus of work going forward and profiles will be reviewed to take account of the emerging impact in our priority neighbourhoods. It will also incorporate more predictive and dynamic tools to analyse trends and emerging issues at a ward and neighbourhood level.

What is the timetable for implementation?

- 58 Initial discussion with Members of the Environments, Housing and Scrutiny Board to gather feedback and comments – November 2021
- 59 Discussions and feedback with members of the Neighbourhood Improvement Board – November 2021.
- 60 Discussions with Community Committees (through the Chairs forum) - February 2022.
- 61 Local partnership networks - ongoing development of the new approach incorporating comments where appropriate.
- 62 Final recommendations to Executive Board – March 2022

Appendices

- 1 Appendix 1 - Examples of Integrated Locality Working
- 2 Appendix 2 - Examples of Place-based Locality Working
- 3 Appendix 3 - Background and Proposals for Developing Further the City's Locality Working Approach
- 4 Appendix 4 - Neighbourhood Improvement Board Delivery Plan, examples of strategic outputs
- 5 Appendix 5 - Equalities Assessment

Background papers - None

Appendix 1 – Examples of Integrated Locality Working

- 1 There have been many examples of more integrated ways of locality working over the last four years, as documented in last year's Scrutiny Board and Executive Board reports. This way of working has evolved and demonstrated significant progression over the last eighteen months, as illustrated through the following examples.

a) Covid-crisis response

Since the start of the Covid-19 pandemic, the way we have worked has changed. The first lockdown, and the challenges this imposed on the most vulnerable people in our communities, required us to look at innovative ways to provide support to them, despite the many restrictions required to combat Covid. Leeds City Council recognised that the local third sector, had strong networks and trusted connections within our local communities, along with the skills and expertise to rally and coordinate a multitude of volunteers. It was therefore felt that they could form a strong vehicle for delivering an emergency support offer across the City. Particularly, as there was already a strong relationship between the council and Voluntary Action Leeds (VAL).

However, there were a number of challenges to this approach. Given the smaller independent nature of the broader voluntary sector, there wasn't a uniform network of organisations that were ready to step forward. Many of the smaller organisations were particularly worried about having to stop their existing delivery and their longer-term financial survival. Additionally, there were few systems in place, which allowed for cross sector information sharing.

In order to deliver an effective model of support, a new system had to be built, in a very short timescale. The Communities Team were tasked with setting up this system, starting with identifying willing third sector partners that could take a lead as a Community Care Hubs across all 33 wards of the city. Often this required negotiating between organisations to ensure every neighbourhood was covered. There were also different aspects of support, such as food provision, support around medication, or support around mental health and social isolation, which required an understanding of local third sector partners and their differing strengths.

Alongside identifying who were the right organisations to deliver in each locality, a range of systems needed to be put in place. These included information sharing protocols between the council and the hubs (particularly around vulnerable individuals), reporting systems which allowed all of the different third sector partners to liaise with the statutory council and health structures, and a communications strategy that allowed for timely and consistent messaging across this large network of partners. Redistributing support from across the Council to help make the system work, including the Local Welfare Support Service, the Elections Team, Customer Service and Libraries staff. Finally, funding had to be identified to support this network of partners when many had lost their normal income streams.

This joint working between the council, the third sector and other statutory partners has proved to be very successful and has had a number of positive impacts beyond providing the required Covid support. Communication is now much stronger and there are greater levels of trust, between both the council and the voluntary sector, as well as between different third sector organisations themselves. A range of third sector partnership networks now meet regularly, to look at how they further collaborate, with some looking at

opportunities for legacy ways of working and joint bids to deliver local projects. Ultimately, this led to a greater understanding of each other's strengths, greater openness and stronger networks.

This approach shows the true essence of locality working and what can be achieved by working in collaboration.

b) Covid partnership work

The effectiveness of this integrated, multi-disciplinary way of working can also be seen in the partnership response undertaken initially in Harehills and then across Headingley and Hyde Park, Little London and Woodhouse and parts of Kirkstall wards, during June 2021. With Covid rates being significantly higher here than in other parts of the city, enhanced support was agreed. The activity was a multi-agency effort mobilising reallocated council staff and community volunteers, carrying out extensive door knocking to encourage testing and vaccination, offer advice and support for those isolating and provide reassurance to residents. Additional testing sites were set up and widespread communications were undertaken to encourage and support people to get a PCR test, with or without symptoms, with the aim to break the chain of infection between age groups and ensure asymptomatic cases could be traced, treated and isolated before the virus had the chance to spread.

The enhanced activity was designed to provide short term, high impact, localised messaging to raise awareness of the current situation. Local Covid engagement plans were utilised for each ward, building upon local knowledge, local relationships, and trust. Although the approach was resource intensive, it had a positive impact. In Headingley and Hyde Park, Little London and Woodhouse and parts of Kirkstall wards, in the two-week period of the activity, over 18,510 doors were knocked, 10,000 advice leaflets were handed out, and over 5,000 useful conversations were held with residents. Additionally, discretionary and government support grants were accessed which helped people isolate, and rates flattened and then fell in the target areas. Learning from this way of working was applied to all wards where rates began to spike dramatically, continued to be much higher than the general Leeds rate for all ages and community transmission was high, it was also applied to the vaccination roll out, in targeted geographies to encourage vaccination take-up. This way of working is now being explored as a model to support emergency responses and in the delivery of very targeted programmes of work.

c) Tackling youth violence and child criminal exploitation

The opportunities for more integrated multi-disciplinary working, through the convergence of the Safer Stronger Communities Team into one service, are becoming more and more evident. For example, there is a high prevalence of youth violence and child criminal exploitation in our priority neighbourhoods and across their respective wards. The opportunity for more integrated multi-disciplinary ways of working between the Communities Team, Safer Neighbourhoods and ASB Services, Safeguarding, the Police and Community Relations and Cohesion Team is enabling closer working arrangements leading to more positive outcomes, through the connection to local intelligence, collaborative local partnership infrastructure and strong local relationships with corporate strategic discussions and operations.

The Safer Stronger Communities Team are working closely with the Violence Reduction Unit, youth providers, third sector partners in hotspot areas to commission Violence Reduction funding, shape local provision to tackle youth violence and child criminal

exploitation and embed programmes of work across local partnerships with multi-agency partners.

Hamara and Health for All are working with young people at risk of being involved in crime. Both projects engage with young people in the area to provide diversionary activities, working with local services to identify those young people at risk. As well as diversionary work other pathways were identified for the young people. For example, volunteer engagement has been instigated through outreach for our volunteering programme, which is doing well in engaging youths who are out on the streets, partaking in anti-social behaviour and vulnerable to grooming, being pressed by their social norms of seeing drug dealing, thefts, robberies, and assaults on their doorsteps on a regular basis. Both projects targeted hot spots to deliver outreach work to build positive relationships with young people.

In the Nowells CATCH are delivering a programme of work that focuses on the engagement, development and recruitment of young volunteers (aged 11 – 19), creating peer to peer mentoring support and youth leadership opportunities, alongside weekly youth sessions that are accessible to all young people aged between 9 – 17. Youth Association are delivering their StreetSafe programme in hotspot areas across Burmantofts and Richmond Hill, which aims to change attitudes to violence and crime among young people and prevent their potential involvement before it begins. The project provides wrap-around support for young people in a setting where parents, schools and most other services have little reach, i.e., at street level.

A further project involves New Wortley Community Centre and St Giles Trust working in partnership, delivering diversionary and engagement activities targeting young people that have been identified as vulnerable and at serious risk of being drawn into criminal behaviour. A youth worker from St Giles is working two evenings per week, until end of March 2022. The worker has started doing detached work, to build a relationship with identified young people. Then the hope is to engage them in sessions at New Wortley Community Centre. Sessions at the centre will include mentoring, 1-1 support if needed, thinking about positive pathways for the future, and sessions delivered by SOS+ within St Giles (reality of prison, gang exiting, exploitation). There will also be a session delivered for parents and staff, helping them to understand and spot the signs of exploitation.

The Safer Stronger Communities Team are actively connecting local intelligence from these programmes of work into strategic corporate discussions, such as the Silver Serious Organised Crime meetings, Silver ASB meetings and Children's Service Multi-Agency Child Exploitation meetings. Along with embedding these programmes of work locally and enhancing their impact through local connections and local partnership locality working support.

Appendix 2 – Examples of Place-based Locality Working

a) Clifton's and Nowells: Nowell Mount Integrated Children, Youth and Community Hub

Over £250,000, capital funding was sourced to build an extension to Nowell Mount Children's Centre, the extension was completed during lockdown in 2020. The overarching aim of the delivery phase is to create a safe space in which develop a multi-disciplinary integrated offer for the local community, that will encompass Early Years provision, with a focus on children 0-5 and their families, a multi-agency youth offer, with a focus on youth empowerment, youth work and youth activities through to a community offer that is being co-produced with the local community. This innovative early years, youth and community offer is being developed and delivered collaboratively with a range of partners, including Family Services, Communities Team, Youth Service, Youth Association, CATCH, Nowells Community Group, Leeds Community Spaces and Learning Partnerships, working together.

Both street-based and indoor provision are being delivered that are inter-connected, with Youth Association, CATCH and Youth Service, supported by BARCA, working collaboratively to enable pathways between provision and the support that is available. There are also several sporting sessions delivered on a weekly basis by Leeds United Foundation and LS-TEN. Broader than this, Family Services, Communities Team, Nowells Community Group, Learning Partnerships, Leeds Community Spaces and Elected Members are working collaboratively to bring activities and provision into the centre aligned to local need. The aim is to ensure that the community, including young people, have a clear role in influencing and directly supporting activities from the centre. A small grant was awarded from the Harnessing the Power of Communities Fund to secure specialist advice and support from Leeds Community Spaces to help establish a fit for purpose management structure that dovetails with LCC Children's Services and Facilities Management. The current timetable includes a Food Club, Employment and Skills Developing You, EPEC – Empowering Parents, Empowering Communities, Mental Health support, Gypsy Roma Traveller (GRT) drop-in, a Gardening Group and community activities, for example the Nowells Community Group Bingo and a Tai Chi class. This approach seeks to strengthen connections and share resources and knowledge across a number of disciplines leading to an effective collective response.

b) Problem Street Drinking

The Armley Town Centre, Armley Moor and surrounding areas closure order was approved on 20th July 2021. The Magistrates agreed to grant the order, over an area rather than a property and is the first such order ever done in the UK. The aim is to stop street drinking in the area. Anyone with an open container of alcohol, (except in residential or licensed premises) is now committing a criminal offence by disobeying this order. Officers have the option to either report for summons or make arrests. Punishment can be up to 26 weeks custody. The order focusses on repeat offenders, as the aim is to target those sat regularly in public areas drinking then engaging in ASB and criminal acts causing harm to the community. Results for the initial three months have been positive and an extension to the order, for a further three months, was approved by Magistrates on 18th October 2021.

A multi-agency partnership in Harehills relating to problem street drinking was established in late October 2020 – it has met eight times since the group formed - to progress the issues associated with problem street drinking in and around Harehills' main arteries. Members of

the partnership include Elected Members from both Gipton and Harehills and Burmantofts & Richmond Hill Ward; officers from the Safer, Stronger Communities Team; the Police; Public Health; the Cleaner Neighbourhoods Team and representatives from community and voluntary sector group, Touchstone.

This complex challenge is being taken up on a number of fronts. Focus is being given to disruption, which includes enforcing the existing Public Space Protection Order (PSPO) and serving four injunctions on the more troublesome street drinkers. In tandem to this approach, there is also a concerted effort to engage with this cohort of drinkers to address their needs around addiction. This work has proven challenging for the partnership given the obvious tension between balancing the imperative to support individuals who are addicted to alcohol and the concerns wider community who are suffering as a result of their actions. A constant pressure for the partnership is allowing the space and time for the outreach work to pay dividends whilst demonstrating to residents that this issue is being taken seriously via enforcement activity that reduces unacceptable levels of anti-social behaviour.

Genuine relationships are being forged under difficult circumstances by Touchstone's dedicated outreach worker (who has conducted over 17 visits to the Harehills area to date). Allied to this, alcohol supply has sought to have been addressed through the continued defence of the council's Cumulative Impact Policy (CIP) and the opposition of any new off licences (two applications have been declined in recent times but tens of off-licences remain in a less than square-mile radius). The derelict site on Compton Road has also been target hardened following work by Cleaner Neighbourhoods Team colleagues, as it was a magnet for street drinkers.

Looking forward, the partnership wants to continue momentum. Ward Members from both Gipton and Harehills and Burmantofts and Richmond Hill have committed to fund the Touchstone outreach for another year (with group sessions for this cohort starting at a local café in October 2021) and colleagues in both the Police and the Safer, Stronger Communities Team are currently investigating legislation that could mean even greater legal powers to enforce against problem street drinking. The 'Closure Order' approach, currently being piloted in Armley, if successful, is one that could perhaps be rolled out in Harehills, though scale of the issue in Harehills also remains a challenge. Given the limitations of the current PSPO, it is widely felt that the Closure Order (which makes street drinking a criminal offence in a designated area) could potentially give the partnership that balance of support and challenge it so craves.

c) Boggart Hill: Kingsdale Court

As part of the 'Big Asks' for Boggart Hill, in April 2019, the Neighbourhood Improvement Board agreed to consider a long-term comprehensive solution to the challenge of Kingsdale Court, utilising the full powers of the council and partners to tackle this site in the short, medium and long term. As part of landmark action taken by the Leeds Anti-Social Behaviour Team (LASBT) and West Yorkshire Police at Leeds Magistrates Court in February 2020, a three-month closure order was subsequently granted for each flat located in the worst block, Farnley House, with a further extension to this order being kept in place until August 2020. An additional closure order was granted for Gilstead House and extended until November 2020. In securing these orders, this was the first-time wholesale action had been taken against private sector leaseholders and administrators in one block and the medium-term impact is that issues of ASB and criminality have reduced.

In addition, the Council agreed to progress a longer-term strategy for the Kingsdale Court site. Executive Board gave permission to acquire a portfolio of around 40 of the 88 flats, with other owners approached to determine any further interest to sell. Purchase of the original 40 flats has now been completed and these are now in the management of Housing Leeds. Further sales are also being progressed. Alongside this, the council is also working to acquire the remainder of the site, potentially through CPO.

d) Community Resilience Building: Asset Based Community Development

There are a number of ABCD workers across the city working in our priority neighbourhoods, in the Cliftons and Nowells, Lincoln Green, Beeston Hill and Boggart Hill. Community Builders have been organising regular local conversations, for example in Lincoln Green, the ABCD worker has organised local events, they have been small scale, but effective based around live music, food, and arts-based activities to attract people into the square. In July the Lincoln Green ABCD worker hosted a “You Chose” event – this event provided an opportunity for local informal groups to bid for small sparks funding to support their ideas for community-led activity in Lincoln Green. More engagement events are planned throughout Autumn and Winter including arts sessions, a world café, and Winter Warmer Event in December. In the Cliftons and Nowells the ABCD approach has to some extent reset the relationship between residents, the public and third sector services that work in the neighbourhood. At the outset of the priority neighbourhood work in 2018 a lot of residents lacked trust in services and in some cases had unrealistic expectations from the Council about the extent to which the Local Authority can “fix” problems, equally, professionals often undervalued or simply didn’t consider the role the community could play in driving improvements in the neighbourhood. Three years on the ABCD Pathfinder has generated numerous case studies of how individuals have been “connected” together to deliver an activity, whether this be a What’s App cooking group during Lockdown, a Community Multi-Sports event, a gardening group, Bingo or a weekly keep fit session. The area now has a constituted residents association – The Nowells Community Group. This group are heavily involved in developing the activity programme at Nowell Mount Community Centre and have the necessary governance to apply for funding to directly deliver projects. The Early Help Hub now deliver an EPEC (Empowering Parents Empowering Communities) course from the Nowell Mount Community Centre – this is done in partnership with local parents, very much a peer-to-peer model. There is a long way to go but we can say there has been a shift in how we approach our work in these neighbourhoods, less “doing to” and more “doing with”.

e) Seasonal responsive locality working – Halloween & Bonfire Night

Every year over the Halloween and Bonfire period, wards in Leeds suffer violence and anti-social behaviour during what is one of the “busiest times of the year” for emergency services in the city. Harehills in 2019, which saw lawless crowds throw fireworks and bricks at emergency services on Bonfire Night. Thirteen people have now been convicted following the incident, with five people receiving prison sentences of up to 36 months.

Beginning its origins in Harehills several years ago, officers pledged to clamp down on violence and anti-social behaviour, with a focus on continuous improvement in the way that we work, building on the learning and ways of working from previous years. This has culminated in a seasonal year on year locality working response, with a strong emphasis on more integrated multi-disciplinary ways of working.

Many wards in city now have a task-finish multi-disciplinary team that activates in advance and operates over this challenging period. As an illustration in microcosm, in Harehills partners from statutory services such as the Police, West Yorkshire Fire and Rescue Service work in collaboration with council officers from the Safer, Stronger Communities Team, Youth Services, Cleaner Neighbourhoods Team, Youth Justice Service and Active Leeds as well as local schools and community and voluntary sector groups (inc. CATCH and Street Team) to create a programme of operational activities in a bid to offset the anti-social behaviour and criminality that occurs over this period.

This integrated way of working takes a number of forms; primarily bonfire meetings themselves ensure vital connections are made between key partners months in advance, where partners can work collaboratively to co-produce innovative local solutions. Examples include additional CCTV; pre-emptive visits are made by partners to schools, youth provisions and faith groups to warn of the risks in participating in ASB; outreach and diversionary activities are designed and put in place for the period to engage and dissuade young people from becoming drawn into any criminality; communication links are made between the frontline staff including the use of live Whats app groups to keep people informed of developments in real time and hotspot areas are targeted hardened and kept free of any debris by council services.

This year, in light of the postponement of all Leeds City Council bonfires in 2021, the Safer, Stronger Communities Team was allocated the task of upscaling this offer and help ensure that the £50,000 cost savings was redistributed into providing diversionary activity across Leeds. Given the tight timescales this proved a challenge, but the programme of activities proved comprehensive. Post Halloween and Bonfire Night, the feedback is that the majority of residents were able to enjoy bonfire night/weekend safely, there were only a small number of isolated incidents that were managed by West Yorkshire Police and West Yorkshire Fire and Rescue Service, contrary to previous years, and all in all everything went well. This is true evidence that working in this way works.

Appendix 3

Locality Working – Background and Proposals for Developing Further the City’s Locality Working Approach

Background information

- 1.1 The Locality Working approach aims to respond to the National Indices of Multiple Deprivation (IMD) data, a set of descriptive statistics that are published by the Office for National Statistics every 3-4 years. In 2015 the IMD identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally.
- 1.2 In 2019 the IMD data was refreshed, the main findings for Leeds were:
 - 24% of Leeds LSOAs now fall within the most disadvantaged 10% nationally (compared to 22% in 2015).
 - Ranked 33 out of 317 local authorities on the proportion of LSOAs in the most disadvantaged 10% nationally (ranked 31 out of 324 local authorities in 2015).
 - 186,000 people in Leeds live in areas that are ranked in the most disadvantaged 10% (compared to 164,000 people in 2015).
 - The most disadvantaged areas are concentrated in the communities of Inner East and Inner South.
 - 12 LSOAs in Leeds have been ranked in the most disadvantaged 1% nationally down from 16 in 2015.
- 1.3 As part of the first phase of Locality Working, 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.
- 1.4 The initial 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 inequality and poverty. It also creates a locus for testing and aligning the approaches of council services and partner agencies, including, the alignment of investment and resources.
- 1.5 The Council implemented the locality working approach through a strategic framework, which placed the most disadvantaged communities in Leeds at its centre. The Locality Working Strategic Framework is predicated on a number of principles and different, more integrated ways of working:
 - a) Developing a shared sense of the assets of individuals and communities with a strong focus on building self-reliance and resilient communities;
 - b) A placed based more integrated working approach;
 - c) Early intervention and prevention to prevent reactive public service cost;
 - d) Getting to the root causes, sharing knowledge and avoiding duplication to develop effective local and/or citywide solutions;
 - e) New ways of working and driving system change.

- 1.6 This approach was split into the three key strands, working through: Community Committees; Target Wards; and Priority Neighbourhoods. Working in this way 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.
- 1.7 'Core Teams' were 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.
- 1.8 A number of reporting mechanisms were also developed to support this new way of working including, the appropriate Community Committees, the Neighbourhood Improvement Board (NIB) and the Environment, Housing and Communities Scrutiny Board.
- 1.9 To strengthen the council's commitment to being a compassionate city and reducing poverty and inequality, an Equality Improvement Priority was established, which aims to 'improve equality outcomes across the six priority neighbourhoods.
- 1.10 In 2020 the Covid-19 pandemic emergency initiated a crisis that quickly brought to the fore a large number of needs across the communities in Leeds. The impact of Covid-19 has been greater in the poorer areas of the city where the ability to withstand shocks is restricted. Work continues to take place in Leeds to understand and get a picture of the disproportionate or differential impact on inequality that is happening due to Covid-19. However, the emerging evidence highlights that the Covid-19 pandemic has further exacerbated social and economic inequalities and we need to better understand what these impacts are on communities in Leeds. What it tells us so far mirrors national evidence and the local narrative that Covid-19 does have a disproportionate and differential impact based on where you live, your gender, your ethnicity and your job.

2.0 Emerging impact of Covid-19 in our most disadvantaged communities

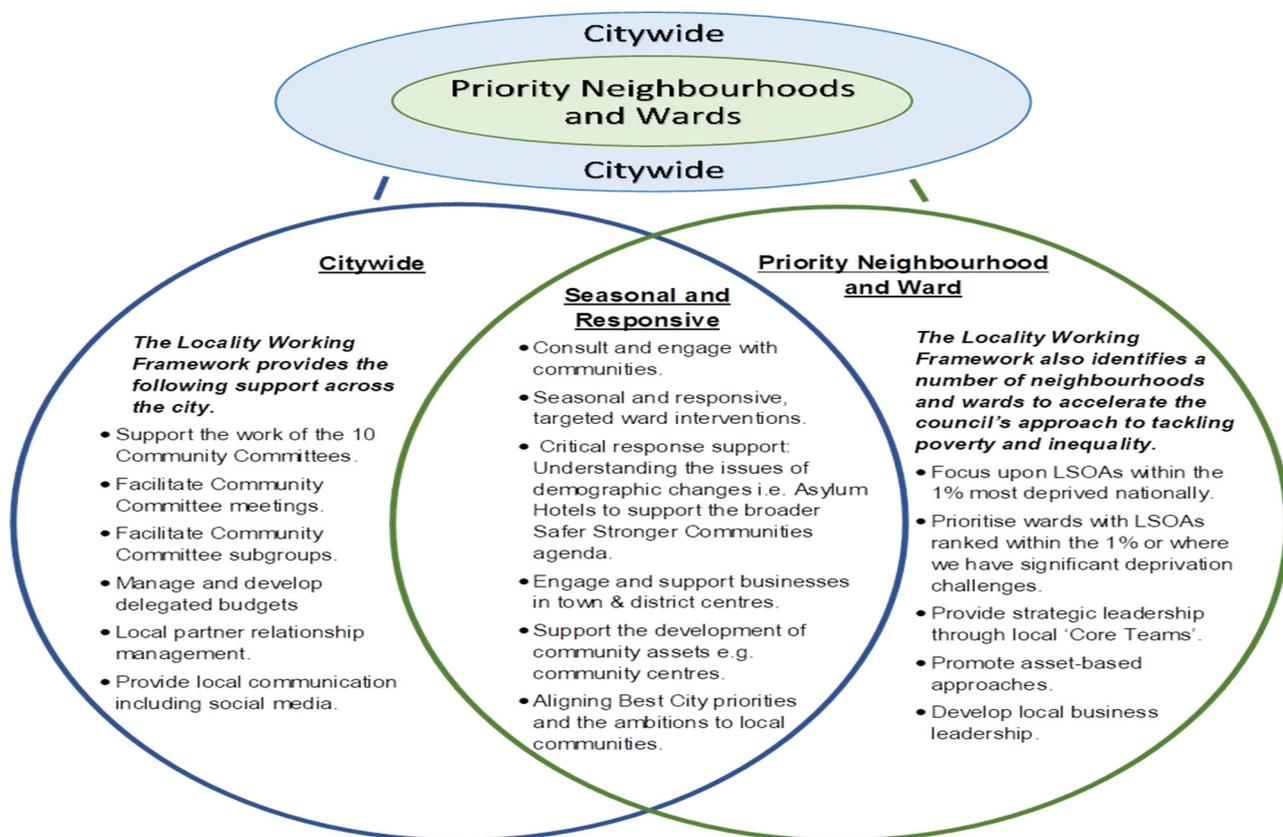
- 2.1 The last two years has seen partners work in an unprecedented fast paced environment, with a wide range of complex and dynamic challenges to quickly overcome, coupled with regularly changing national and local restrictions and guidance being issued. Partners have had to come together rapidly to bend and flex our systems to respond to local and citywide needs. This has had a powerful impact on achieving the seemingly unachievable at times, for example the 33 community care hubs that were established in the very early days of the 1st national lockdown and the response to very localised surge testing. These approaches are a few of many, that demonstrate that our city-wide locality working infrastructure be can mobilised quickly and effectively in crisis situations.
- 2.2 Undoubtedly, the way that locality working has evolved and the connections it has made between the delivery of integrated services in neighbourhoods and the engagement of the communities of Leeds has underpinned a significant part of the COVID-19 response in the city, with positive and effective collaboration across council directorates and with partner organisations at neighbourhood level. Appendix 2 provides examples of the work that has

taken place in within the 6 Priority Neighbourhoods throughout Covid to support communities and continue to develop and build momentum in relation to our locality working arrangements.

- 2.3 It is now timely to consider what as a city council, working with partners and community's, we have learnt from the experience of the last two years, and hardwire the best of this into the council's working practices and ensure that it drives organisational design activities in the months to come.
- 2.4 The Executive Board report and Communities, Housing and Environment Scrutiny Board reports in 2020 demonstrated the positive impact that locality working is having, how it is making best use of the physical and human assets we have in our local areas and how we harness community spirit within our localities. It is rooted in the democratic accountability of local ward members to their wards, community committees, strong community leadership and early intervention.

3.0 Locality Working - Safer Stronger Communities Team

- 3.1 The Safer Stronger Communities Team are responsible for the delivery of the locality working partnership and the Community Committee infrastructure across the city. The diagram below sets out how the Communities Team will work in the priority wards and our most disadvantaged communities and flex across the city, responding to seasonal interventions and critical need.



3.2 The examples summarised in appendix 3 illustrates the work that has taken place within the priority neighbourhoods and wards over the last twelve months that has been led by the Safer and Stronger Communities team.

4.0 Tackling Inequality and Disadvantage in Communities: Locality Working Strategic Framework – Next Steps

4.1 We have delivered on the initial ambition of Executive Board and updates on progress were incredibly well received by Executive Board and Scrutiny Board in 2020. Now that we have demonstrated that the locality working works, we are ready to upscale this agenda to address inequality and poverty and deliver transformational change across all 12 our most disadvantaged communities.

4.2 The next iteration of the Locality Working Strategic Framework, seeks to focus the capability and capacity of the whole council and its partners, through a transformational change programme. The new approach seeks to:

- Continuing to have a whole city focus through the Council's city-wide Community Committee structure and seek to develop and strengthen this further.
- Expanding the current neighbourhood remit for priority neighbourhoods to the 12 most disadvantaged neighbourhoods in Leeds (1%) and develop a more focused approach across the 6 most disadvantaged wards where these neighbourhoods reside, including the development of Local Area Plans.
- Work collaboratively with local elected members, services and partners to ensure that the learning and good practice developed in the priority neighbourhoods is shared and where appropriate, expanded into other parts of the city facing similar challenges.
- Continue to build on the work of the Neighbourhood Improvement Board (NIB) as part of the city-wide strategic approach to tackle inequality and poverty linked to the new Best City Plan.
- Establish a new citywide Locality Working Delivery Group.
- Consider how the new approach can be supported by other Scrutiny Boards and how their role and influence can add value to the work of the Neighbourhood Improvement Board.
- Continue to build strong local relationships and partnership arrangements to deliver actions which address locally agreed priorities.
- Seek and secure corporate support to implement cultural change through workforce development across the council and across our local partnerships, so that we can learn and apply improvements across the whole city.

5.0 Leeds most disadvantaged communities - Priority Neighbourhoods and Priority Wards

5.1 The 12 priority neighbourhoods identified for more intensive support are located in six of the city's wards. The 6 Priority Wards are the six wards with at least one neighbourhood ranking in the 1% most deprived neighbourhoods nationally, whilst also ranking highly in deprivation in the 2019 IMD data.

- 5.2 Work in each of these priority wards will be led by the Communities Team through a Core Team of key local stakeholders including: the council, NHS, Police, DWP and the Third Sector. The Core Teams will cover the whole priority ward and programmes of work will be captured in an 'Area Delivery Plan' that will incorporate:
- a) Locality based programmes of work driven by local Core Teams and overseen by the newly established Locality Working Delivery Group - citywide, both of whom will be accountability to the city-wide NIB
 - b) programmes of work that reflect the Community Committee's and ward priorities
 - c) Seasonal and crisis interventions
- 5.3 Diagram 3 sets out a comparative analysis of the most deprived 1% LSOAs nationally in Leeds by Indices of Multiple Deprivation in 2015 and 2019. It evidences that seven LSOAs have moved out of the 1% category, three LSOAs have moved into the 1% category and twelve LSOAs remain in the 1% most deprived category in 2019.

Diagram 3:

(orange = most deprived 1% nationally, red = worsened rank, green = improved rank)

Ward	LSOA desc	2015 IMD Rank	2019 IMD Rank	IMD change
Armley	Holdforths, Clyde Approach	229	134	-95
Armley	Armley Grove Place, Hall Lane, Abbot View	261	222	-39
Beeston and Holbeck	Crosby Street, Recreations, Bartons	37	88	51
Burmantofts and Richmond Hill	Bellbrooke Ave, Kimberley Road, Comptons	325	408	83
Burmantofts and Richmond Hill	Cliftons and Nowells	126	216	90
Burmantofts and Richmond Hill	East Park Drive, Glensdales, Raincliffes	1031	318	-713
Burmantofts and Richmond Hill	St Hildas, Copperfields, Gartons	855	161	-694
Burmantofts and Richmond Hill	Lincoln Green	66	355	289
Gipton and Harehills	Easterly Grove, St Wilfreds	348	326	-22
Gipton and Harehills	Comptons, Ashtons, Cowpers	310	474	164
Hunslet and Riverside	Bismarks, Dewsbury Road, Burton Street	274	360	86
Hunslet and Riverside	Stratford Street, Beverleys	22	38	16
Hunslet and Riverside	Trentham Street, Oakleys, Garnets	236	339	103
Hunslet and Riverside	Wickham Street, Seftons, Harlechs	215	152	-63
Killingbeck and Seacroft	Boggart Hill	167	166	-1
Killingbeck and Seacroft	Foundary Mill Drive, Hawkshead Cres, Alston Lane	113	211	98
Killingbeck and Seacroft	Foundary Mill Terr, Brooklands	123	60	-63
Middleton Park	Winroses, Whitebeams	259	404	145
Temple Newsam	Halton Moor, Kendal Drive, Cartmell Drive	328	501	173

5.4 The twelve LSOAs are situated within six wards, as shown in diagram 4 below. As part of this next phase, it is proposed that we upscale our locality working approach to incorporate all of Leeds 1% most deprived neighbourhoods, creating a focus on twelve priority neighbourhoods in the six Priority Wards.

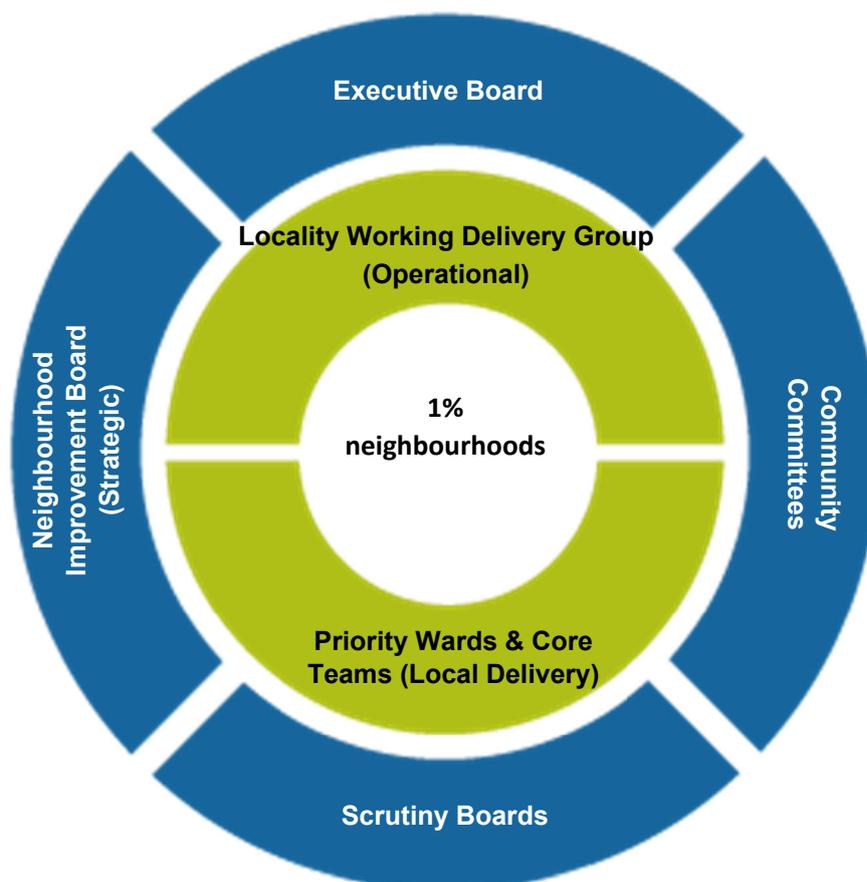
Diagram 4: Most deprived 1% nationally LSOAs in Leeds by IMD 2019 rank

Priority Wards	LSOA
1. Hunslet & Riverside	Stratford Street, Beverleys Wickham Street, Seftons, Harlechs
2. Killingbeck & Seacroft	Foundry Mill Terr, Brooklands Boggart Hill Foundary Mill Drive, Hawkshead Cres, Alston Lane
3. Beeston & Holbeck	Crosby St, Recreations, Bartons
4. Armley	Holdforth, Clyde Approach Armley Grove Place, hall Lane, Abbot View
5. Burmantofts & Richmond Hill	St Hildas, Copperfields, Gartons Cliftons, Nowells East Park Drive, Glensdales, Raincliffes
6. Gipton & Harehills	Easterly Grove, St Wilfreds

6.0 Locality Working Partnership Infrastructure

- 6.1 Building strong local relationships and bringing people together is the cornerstone to locality working, from councillors, individual residents, businesses, community and faith groups, community leaders and public sector bodies, to create a focus around our most disadvantaged communities to target investment and resources.
- 6.2 The locality working partnerships are the foundations of the Locality Working Strategic Framework to address inequality and poverty through multi-agency place-based integrated and collaborative working.
- 6.3 The refreshed 'Locality Working Governance Framework' is set out below.
- Neighbourhood Improvement Board** (Strategic Accountability) – Chaired by the Executive Member for communities, the NIB will be responsible for establishing and the overseeing the delivery of the city-wide NIB Delivery Plan
 - A new **Locality Working Delivery Group – citywide** (Operational Accountability) will be established, to oversee the operational delivery of the Neighbourhood Improvement Board Delivery Plan and associated local operational plans (see below for more detailed outline).
 - The existing **Priority Neighbourhood Core Teams** (Local delivery Accountability) will be expanded to encompass the new geographies (where this is appropriate to so) and will lead on the operational delivery of the new Local Area Delivery Plans.

Diagram: 5



7.0 New Locality Working Delivery Group – citywide

- 7.1 As we upscale the focus on inequality and poverty in our most disadvantaged communities, this delivery group will provide an operational platform to embed the Neighbourhood Improvement Board's Delivery Plan throughout the locality working partnership infrastructure.
- 7.2 The Locality Programme Managers will support the Head of Localities and the Safer Stronger Communities Team Chief Officer to develop local Area Delivery Plans that will demonstrate how the Neighbourhood Improvement Board's Delivery Plan is being translated locally in each of the priority neighbourhoods and priority wards.
- 7.3 The new Locality Working Strategic Framework seeks to evolve our approach to be more agile and flexible across the city, focusing on reducing inequality and poverty in our most disadvantaged communities, enabling critical response support and seasonal targeted interventions, alongside supporting the work of the Community Committees and the delegated grants across the city.
- 7.4 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.

8.0 Neighbourhood Improvement Board (NIB)

- 8.1 The city-wide Neighbourhood Improvement Board will continue to provide strategic oversight of locality working in our priority neighbourhoods. The previous Chair of the Neighbourhood Improvement Board supported the locality working approach from inception, observing and championing the proof-of-concept last year. The new Chair of the Neighbourhood Improvement Board is keen to maintain the momentum, progress and focus on inequality and poverty in our most disadvantaged communities.

Neighbourhood Improvement Board's response to Covid-19: NIB Delivery Plan

- 8.2 Since the outbreak of the pandemic and lockdown, there has been a significant focus on combatting the impact of the Covid-19 crisis. The Neighbourhood Improvement Board reconvened in July 2020, with renewed vigour to address poverty and inequalities in our most disadvantaged communities, exacerbated further by the disproportionate impact of Covid-19.
- 8.3 At the July Neighbourhood Improvement Board meeting, NIB Board Members requested the development of a Covid-19 Crisis and Recovery Plan, to build on the need to work differently due to the impact of Covid-19 and to ensure a continued focus on poverty and inequality in our most disadvantaged communities.

8.4 The Covid-19 Crisis and Recovery Plan was developed and featured six strategic strands:

Strand 1: Discovery: understanding the impact of Covid-19

Strand 2: Covid-19 response: Locality working

Strand 3: Locality working in our most disadvantaged communities

Strand 4: Big Asks

Strand 5: Contribution of the Third Sector

Strand 6: Strengthening the system and structures of locality working arrangements

8.5 The Covid-19 Crisis and Recovery Plan has evolved over the last 12 months, proceeding into a NIB Delivery Plan, with work underway to connect and align the plan with the new City Plan. The NIB Delivery Plan will be accountable to the Neighbourhood Improvement Board, it will inform the work in the priority wards and priority neighbourhoods, through the support of the Inequality and Poverty Delivery Group.

9.0 Communities, Housing and the Environment Scrutiny Board

9.1 Working closely with the Environment, Housing and Communities Scrutiny Board is helping to continually shape locality working and this scrutiny board's support in working with other Council scrutiny boards will help to deliver the council's ambition for a system-wide approach with organisational development at its centre.

Appendix 4 Neighbourhood Improvement Board Delivery Plan, examples of strategic outputs

Covid-19 response: Locality working:

- Emergency response, 33 Community Care Hubs for each ward, Covid-helpline
- Volunteers and community champions
- Targeted grants to the highest levels of clinical and vulnerability
- Pop up and mobile testing and vaccination sites in areas of need
- 90 Leeds Employment Hub customers successfully passed the recruitment process for the Covid vaccine recruitment programme, with 24 customers commencing work with the NHS in March 2021, the other customers were invited to join the talent pipeline to be put forward for other opportunities.

Locality working in our most disadvantaged communities:

- The Early Help Hubs ambition is to maintain, in a safe way, high visibility in priority neighbourhoods to build trust and to identify families with unmet needs. They are striving to maintain and further develop links with communities and their leaders in priority communities 'utilising at time the relationships built with EPEC volunteers to better connect and engender trust'. Hub Leads are seeking opportunities to engage communities and their Leaders, recognising the need to address the barriers to engagement and address inequalities in communities, taking an ABCD approach. An Early Help Review is underway, they are looking to develop Family and Community Hubs that will embed ABCD approaches within localities.
- The Seacroft Local Care Partnership (LCP), working in partnership the Safeguarding and Domestic Violence Team and the Communities Team have delivered a very successful domestic violence and abuse project. Key features of the model include linking in with local, community-based services; delivering training to area specific groups; raising awareness of White Ribbon Campaign with support from Leeds Rhinos; developing "community champions" who will recognise domestic violence and abuse among their friends and family then signposting to the right services. This approach is currently being developed by other East LCPs.
- Between March to September 2021 3,621 people have accessed support through the Employment Hub and Jobshops in LCC Community Hubs. 68% of people that have accessed employability support through the Employment Hub and Jobshops are from the 20% most deprived Local Super Output Area's.
- A one system approach has been developed for the Health and Social Care sector to engage and recruit from our most disadvantaged communities. Targeted recruitment took place in Armley and New Wortley in August 21, with 27 people supported into work. Sector based Jobs Fairs with targeted promotion and engagement is taking place in all priority neighbourhoods.
- The 'Developing You' courses commenced face to face at the Old Fire Station, Armley Hub, Nowell Mount Community Centre and St Matthews Community Centre. 40 people commenced on this programme between September and November 2021.
- Work is ongoing to develop opportunities for residents in priority neighbourhoods to develop digital skills through 100% Digital, and opportunities through EHub and Leeds Adult Learning to develop skills for digital economy jobs.
- Work continues to develop the Physical Activity Ambition – Touchstone have been commissioned to recruit 'movers or shakers', individuals from across the city, with a focusing

on priority neighbourhoods, and those who want to volunteer to engage people in physical activities. A number of projects that have been created together with communities include in Beeston Hill “All Things Cycling”, which has seen the training and development of local ride leaders and “Family Friday Pop Up” in New Wortley, which engaged residents in local greenspace.

- Housing Leeds specialist income officers have worked with 2353 households across the city and have generated around £450k of income for these households, amounting to £191 per household on average.
- Work continues on the development of a number of Hub Anchor networks, led by VAL, as a legacy from the work of the Community Care Hubs.

Appendix 5 Equality, Diversity, Cohesion and Integration Screening

Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Safer Stronger Communities Team	Service area: Communities
Lead person: Alison Szustakowski	Contact number: 0113 3367865

1. Title: Locality Working – Tackling Poverty and Reducing Inequalities
Is this a: <input checked="" type="checkbox"/> Strategy / Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other If other, please specify

2. Please provide a brief description of what you are screening
The Locality Working model initiated in 2017, sought to establish what the possibilities could be if as a Council and partners, we worked differently in specific areas of the city. This was always predicated on the potential to extend the Locality Working approach to all the city's 1% most deprived communities.

The new model seeks to continue and build on the good work that has taken place so far, by working more intensively in targeted areas of the city to reduce poverty and inequality through the delivery of a range of innovative and new ways of working. The model will increase the footprint for working in priority neighbourhoods to cover all 12 (1%) most disadvantaged neighbourhoods, whilst also retaining a focus at the ward level on the city's 6 priority wards. The 6 Priority Wards are the six wards with at least one neighbourhood ranking in the 1% most deprived neighbourhoods nationally, whilst also ranking highly in deprivation in the 2019 IMD data.

This approach includes:

- Continuing to have a whole city focus through our locality working model and particularly the functioning and support of Community Committees.
- Expanding the current geographical remit for priority neighbourhoods to the 12 most disadvantaged neighbourhoods in Leeds (1%) and develop a more focused approach across the 6 most disadvantaged wards where these neighbourhoods reside, including the development of Local Area Plans for these geographies.
- Continue to build on the work of the Neighbourhood Improvement Board as part of the city-wide strategic approach to tackle inequality and poverty linked to the new Best City Plan.
- Establish a new Locality Working Delivery Group - citywide.
- Consider how the new approach can be supported by other Scrutiny Boards and how their role and influence can add value to the work of the Neighbourhood Improvement Board.
- Continue to build strong relationships with our partners locally through localised partnership infrastructure.
- Seek and secure corporate support to implement cultural change through workforce development across the council and across our local partnerships, so that we can learn and apply improvements across the whole city.

The locality working partnerships are the foundations of the Locality Working Strategic Framework to address inequality and poverty through multi-agency place-based integrated and collaborative working.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
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Is there an existing or likely differential impact for the different equality characteristics?	x	
Have there been or likely to be any public concerns about the policy or proposal?	x	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	x	
Could the proposal affect our workforce or employment practices?		
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	x	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

<p>4. Considering the impact on equality, diversity, cohesion and integration</p>
<p>If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.</p> <p>Please provide specific details for all three areas below (use the prompts for guidance).</p>
<ul style="list-style-type: none"> • How have you considered equality, diversity, cohesion and integration? (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected) <p>Priority Neighbourhood Profiles</p> <p>We have been working to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Profiles have been developed for each priority neighbourhood to track changes over time. This includes a migration profile for each priority neighbourhood at a Middle Super Output Area (MSOA) level was produced using Census 2021 and DWP National insurance number data for settled and new migrant communities. In addition, these profiles have been augmented by consultation and engagement with the local community, to provide more immediate insights and perceptions.</p>

However, Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions and the outcomes in our most disadvantaged communities. Therefore, research and development and effective monitoring of impact on equality will form a focus of work going forward and profiles will be reviewed to take account of the emerging impact in our priority neighbourhoods.

Communication and Community Engagement Plans

Communication and Community Engagement Plans have been established in each of the wards where we have priority neighbourhoods. The plans have been significantly helpful, particularly during the Covid-19 pandemic, in enabling partners to reach out to specific groups with key messages and offers of support and in ensuring that we're connecting with communities.

Identify potential barriers on who may be affected

Work continues to take place in Leeds to understand and get a picture of the disproportionate or differential impact on inequality that is happening due to Covid-19. However, the emerging evidence highlights that the Covid-19 pandemic has further exacerbated social and economic inequalities and we need to better understand what these impacts are on communities in Leeds. What it tells us so far mirrors national evidence and the local narrative that Covid-19 does have a disproportionate and differential impact based on where you live, your gender, your ethnicity and your job.

The key issues pertinent to all communities of interest and the general public include: -

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

The key challenges faced by organisations who support Communities of Interest include:

- Navigating high volumes of changing information and guidance and effectively relaying this to people and communities

- Maintaining core work whilst also meeting new challenges; Supporting people whose inequalities and challenges are enhanced by COV-19 in addition to increased logistical challenges (e.g. remote working and delivery adaptation)
- Identifying and engaging people when there is no access to contact information; a particular concern where there are additional barriers posed by digital communication, changes to other areas of the system and coordination of contact.
- Access to digital technologies and appropriate training to enable services to continue online.
- Achieving service stability and sustainability, including delivery adjustments, staff absenteeism/training/staff and volunteer welfare and continuation funding. Next steps planning and anticipated additional strain on services and changing remits.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

The following paragraphs provide examples of the intensive work in the priority neighbourhoods to overcome poverty and inequalities.

Hate Crime and ASB

Core team partners undertook a cumulative impact assessment to determine the intensity of the problem and utilised the Rethink formulation¹ to understand the problem and plan the next steps. Additional resources were deployed, in the form of the High-Rise Team. Migrant Community Networkers² were able to connect with victims in a more meaningful way. Two closure orders, injunctions and the first Public Space Protection Order³ 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 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.

Migrant Community Networkers (MCNs)

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

¹ 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.

² 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.

³ 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.

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.

Better support for migrant families

The Community Connector initiative has already demonstrated that this approach is effective with over 250 referrals to date from the priority neighborhoods. 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.

Improving wellbeing and engagement in priority neighbourhoods

Supported a pop-up cycling event led by Active Leeds in Nowells and Cliftons. Community Connectors encouraged engagement with migrant households to participate with leisure activities. As a result, children enjoyed the event and fed back that they would support their children if safer cycling routes were more common. This feeds into the council's wider work around this.

Supporting New Wortley Community Centre

Whilst many migrant communities live in the local area, they were travelling to east Leeds to access activities and support. This gap was addressed by sharing data and the need for a local support/service provision. As a result New Wortley Community Centre were successful in a funding application based on the intelligence and evidence the council provided. They have successfully recruited a BME Development Worker post and Migration team supported recruitment.

HUGO Bus activity

This activity took place over a period of two weeks in five of the six priority neighbourhoods. This proved successful as this was welcomed by local schools and services. Service users found this approach inviting and accessible and the number of referrals taken by the team demonstrates the success of taking the service to the service users. 103 referrals were received over this 2-week period.

Language Hub activity

Grant funding targeted grassroots organisations and connected them to third sector organisations to develop local projects to bring new and settled communities together. A total of 37 activities were funded across the city reaching over 960 participants from new and settled communities. The majority of projects took place in the Inner East and Inner South areas and in areas of high migration. 6 projects took place in Priority Neighbourhoods (3 in Cliftons and Nowells, 3 in Lincoln Green) with several more taking

place in close proximity. 8 projects took place in the lowest 1% areas of deprivation on the IMD, with a further 11 in the lowest 10% areas of deprivation.

Impact of Covid-19

In 2020 the Covid-19 pandemic emergency initiated a crisis that quickly brought to the fore a large number of needs across the communities in Leeds. The impact of Covid-19 has been greater in the poorer areas of the city where the ability to withstand shocks is restricted. Work continues to take place in Leeds to understand and get a picture of the disproportionate or differential impact on inequality that is happening due to Covid-19. However, the emerging evidence highlights that the Covid-19 pandemic has further exacerbated social and economic inequalities and we need to better understand what these impacts are on communities in Leeds. What it tells us so far mirrors national evidence and the local narrative that Covid-19 does have a disproportionate and differential impact based on where you live, your gender, your ethnicity and your job.

Health Messages

Positive work has been undertaken through the Health Messages to Local Communities Task Group. This uses clear, evidence-based health messages from the Public Health messages group to develop effective communication with communities, which can be championed by local leaders. The group focuses on the following issues - translated and interpreted messages into community languages, young people, BAME Communities, Communities of Interest. The ward-based Communication and Engagement Plans were then utilised to support effective communication with communities.

Examples of interventions and support throughout the Covid-19 pandemic:

Improving access to services: Cultural Food Hub

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

Welfare checks for vulnerable migrant households

Community Connectors ensured key message were shared to migrant households in priority neighbourhoods and wider. They collected donations and delivered to those in need; including emergency food vouchers to allow receipt of food parcels from hubs.

Virtual online activities during the pandemic

Supported an online Pilates session delivered by Active Leeds. As a result, households in Clifton and Nowells, and Lincoln Green areas were encouraged to participate. As a

result the households were connected to Active Leeds on the health and wellbeing agenda.

POMOC (Help)

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

‘Pop up’ Covid-19 test centre in Harehills

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

• Actions

(think about how you will promote positive impact and remove/ reduce negative impact)

The actions from the Equality, Diversity, Cohesion and Integration Impact Assessment 2017 will be reviewed and refreshed in accordance with the new Locality Working model and the impact of Covid-19.

5. If you are not already considering the impact on equality, diversity, cohesion and integration you will need to carry out an impact assessment.

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	

Lead person for your impact assessment (Include name and job title)	
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6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Paul Money	Chief Officer Safer Stronger Communities Team	9 th February 2022

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screening's should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	9 th February 2022
If relates to a Key Decision - date sent to Corporate Governance	
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	