

### 1) Executive Summary

This paper provides a summary of the emerging Hawksworth Wood Neighbourhood Programme. It describes how neighbourhood improvement activities will be developed through consultation with residents, elected members and agency partners. It will consider the options for programme governance and it will set out the approach to be used for measuring the benefits achieved. The paper highlights how the key design principles of Integrated Neighbourhood Planning (INP) will be applied to the programme of regeneration activities in Hawksworth Wood.

### 2) Why Focus on Hawksworth Wood?

The Hawksworth Wood Estate is located in the Kirkstall Ward and has a history of challenges particularly in relation to social deprivation, crime and anti-social behaviour. Previous interventions funded through Single Regeneration Budget and other regeneration programmes have not been successful in making lasting improvements to the area and have been criticised for not being delivered with full involvement of the local community.

The Hawksworth Hood Neighbourhood Programme acknowledges the lessons learned from this earlier work and seeks to develop a programme of activity which will be delivered in partnership with the local community and based primarily on mainstream resources.

### 3) How will Neighbourhood Priorities be set?

This programme will aim to make better use of existing resources and target our collective efforts on the issues that matter the most. If the programme is to be successful in making lasting improvements then we need to ensure we make best use of this limited resource. A range of activities will be undertaken at the start of the programme which aims to ensure that we choose the right priorities to focus our efforts on:

- **Desktop Study:** A desktop study of Hawksworth Estate will be undertaken to investigate the current data available about the neighbourhood including deprivation indices, crime statistics, and details about environmental quality. It will consider any lessons to be learned from previous community consultation and regeneration activities, and take stock of the current levels of service provision and resources targeted at the area. Staff from the Council's Area Management team will meet with a range of residents, members and agency partners to help build this picture. All of this will be used to develop a profile of Hawksworth Wood Estate to help target our efforts where they are needed most.
- **Priority Setting Events:** A public meeting will be held in September to gather residents' views on the current neighbourhood priorities followed by a similar event for council staff and agency partners later in the Autumn. These workshop-style events aim to develop a clear picture of what issues are impacting residents the most and where any barriers might be for addressing these problems. Participants will be asked to map the location of community safety and environmental problems and explore how issues such as employment, education, health and housing can best be tackled.

- **Street Audit:** An audit of every street in Hawksworth Wood will be undertaken to assess the location and severity of environmental problems. This will set an important benchmark which will be used to measure how the programme is improving the quality of the local environment.

Hotspots for litter, graffiti, overgrown vegetation and waste in gardens will be identified to help target the Council's cleansing and enforcement teams. Staff from Leeds City Council's Area Management Team and Environmental Services will be used to implement the street audit, but resident volunteers will be supported to participate as well.

It is recommended that this work is undertaken in the first instance as part of the launch of the programme to create a benchmark and repeated on an annual basis.

#### Street Audit

- Provides a street-level snap shot of environmental quality
- Enables streets to be ranked in order of priority against a number of issues: litter, graffiti, waste in gardens etc
- Used to direct the work of the tasking team
- Undertaken by Area Management and EAT staff over a three day period
- Undertaken at least once a year

- **Neighbourhood Survey:** The Hawksworth Wood Neighbourhood Programme aims to make best use of existing data and previous consultation findings wherever possible, but its important at the start of this programme to ensure that we have gained the views of all sections of the community as part of the initial priority setting activity. A neighbourhood survey is therefore proposed to be undertaken on the doorstep and through the Council's Talking Point website to record resident perception of community safety and environmental issues.

#### Neighbourhood Survey

- Measures resident perception of neighbourhood issues
- Undertaken on the doorstep and through LCC Talking Point
- Doorstep data collection Implemented by area management, PCSO, EAT staff and resident volunteers.
- Recommended to be taken Should be undertaken annually

This is an important part of the launch of the programme, but the data collection for the survey is labour intensive and will need to draw on staff resource from a range of partners including West North West Homes, Neighbourhood Policing Team, and Leeds City Council's Environmental Action Team and Area Management Team. Further discussion is needed with these partners to confirm when this work will be undertaken.

Once the details of the neighbourhood profile, the results from priority setting meetings and the findings from the Street Audit and Neighbourhood Survey are analysed, a second meeting of the Hawksworth Wood Community Network will be arranged to consult the public on the draft neighbourhood improvement priorities. Once the priorities are agreed the Hawksworth Wood Programme Board will begin the process of developing a Neighbourhood Improvement Plan aimed targeting the Council and its partner's resources to address these issues.

### 3) Community Engagement

Community Engagement forms a key part of any programme of neighbourhood improvements in Leeds and would normally be used as a tool to help deliver and raise the

profile of a wider programme of activities. However, initial discussions with elected members and voluntary sector representatives have identified particularly low levels of community involvement and voluntary sector capacity on the estate, making the need for a programme of community engagement even more important. So, for the Hawksworth Wood Neighbourhood Programme a high level of community engagement will be set as an outcome in its own right rather than just a means to an end.

Further work is required to agree the detail of a community engagement programme for Hawksworth Wood, but the key elements of the programme are recommended as follows:

- Community Network  
The Hawksworth Wood Community Network will be launched in September 2011 and aims to bring at least one resident from each street together twice a year to discuss local issues and set the priorities for the year ahead. The Hawksworth Wood Community Network will provide a sounding board to provide comment on a range of actions which will be contained within the emerging Neighbourhood Improvement Plan. Members of the Community Network will be encouraged to join Neighbourhood Watch Schemes and make referrals about issues affecting their street and take part in community volunteering projects.
- Community Volunteering  
Whether it be through neighbourhood clean ups, bulb planting or just looking in on an elderly neighbour, volunteering provides residents with an important opportunity to help foster a sense of community ownership and pride in their neighbourhood. The Hawksworth Wood Neighbourhood Programme will look to develop a calendar of volunteering opportunities which helps people give something back to the neighbourhood while at the same time forging stronger relationships between different sections of the community.
- Community Consultation  
The annual Neighbourhood Survey described above will form one part of a wider programme of consultation with Hawksworth Wood residents which aims to create a dialogue between residents and the Council and its partners. Further discussions are needed with the Community Network, and the Programme Board to agree how additional community consultation will be developed although it is recommended that the focus be on face to face engagement rather than print or electronic consultation.
- Capacity Building  
A key measure of the success of the Hawksworth Wood Programme will be how it helps individual residents to develop their capacity as community leaders and local third sector organisations to improve their ability to support the needs of local people. Through the Community Network, members of the community will be supported to make a difference locally by helping to co-ordinate volunteer activities and to challenge services to better serve the community. Where appropriate, local third sector organisations will be supported to broaden their membership, to improve their governance arrangements and take on new responsibilities for delivering services which benefit the Hawksworth Wood neighbourhood. To begin process, discussions

are needed with HOPS and Hawksworth Wood Community Association to identify where they may need support to achieve their organisational aims.

#### **4) Governance**

- Hawksworth Wood Community Network  
The community network will include membership from street representatives and local voluntary and community sector organisations. It will be used to set the priorities for the Hawksworth Programme, deliver projects and as a sounding board to inform the development of the Neighbourhood Improvement Plan. Officer support will be provided by Area Management.
- Hawksworth Wood Programme Board  
The Programme Board will be chaired by an Elected Member and meet quarterly. Its membership will be comprised of resident representatives and service managers with authority to allocate resources. The board will use the findings from community engagement activities to set the long term strategic objectives of the programme. It will oversee the development of the Neighbourhood Improvement Plan and provide leadership to the Hawksworth Wood Partner Network. Officer support to the Programme Board will be provided by Area Management.
- Hawksworth Wood Partner Network  
The Partner Network will be comprised of operational staff from key partners and agencies and will be used to co-ordinate the implementation of the Neighbourhood Improvement Plan. It be accountable to the Programme Board and will meet as needed on a task and finish basis. It will focus on thematic programmes of work identified through Community Network. Officer support will be provided by Area Management.

#### **5) Programme Management**

- Focus on delivering measurable outcomes  
In an effort to ensure the programme is making a real difference to the community and peoples lives we will place an emphasis on the achievement of outcomes rather than individual projects or outputs. This will provide partners the opportunity to work flexibly across a range of services to identify a set of actions which best achieve the selected outcome.
- A Neighbourhood Improvement Plan  
The Hawksworth Wood Programme Board will set the strategic priorities and co-ordinate the delivery of the programme through the Neighbourhood Improvement Plan. This will provide a framework for managing the implementation of programme outcomes.

#### **6) Milestones**

- August 2011: Begin desktop study to develop Hawksworth Wood Neighbourhood Profile
- September 2011: Launch Hawksworth Wood Community Network
- November 2011: Launch Hawksworth Wood Programme Board

- December 2011: Launch Hawksworth Wood Partner Network
- January 2011: Draft Neighbourhood Improvement Plan
- Date To Be Confirmed: Undertake Hawksworth Wood Neighbourhood Survey
- Date To Be Confirmed: Undertake Hawksworth Wood Street Audit
- Date To Be Confirmed: Undertake community volunteer programme with large scale resident bulb or tree planting event

## **7) Resource Requirements**

The work of the Hawksworth Wood Neighbourhood Programme will be delivered primarily through mainstream resources rather than regeneration budgets like SRB, SSCF or NRF. While this decision is in part motivated by a lack of regeneration funding, it is primarily driven by the need to secure long term solutions which are not dependant on short term funding.

Staff resources from various sources including the following Council departments and partner agencies will be used to support the implementation of the Hawksworth Wood Neighbourhood Improvement Plan:

- West North West Homes
- LCC Area Management Team
- LCC Environmental Action Team
- LCC Streetscene Services
- LCC Anti Social Behaviour Unit
- LCC Childrens Services
- Safer Leeds
- West Yorkshire Police Neighbourhood Policing Team
- Probation Service

The membership of the programme board will be developed to ensure there is sufficient resident representation and that decisions about staff resources can be made effectively.

## **4) Conclusions**

Hawksworth Wood is one of Leeds' most deprived communities and represents a strategic priority for the council and a wide range of partners. A well co-ordinated and sustained approach to neighbourhood problem solving is needed. This should be developed in conjunction with a programme of community engagement which emphasises capacity building and neighbourhood stewardship.