

Inner West Area Committee Business Plan 2011/15

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Executive Summary

About the Business Plan

In 2008, the Leeds Strategic Plan brought together the themes in the existing Vision for Leeds and Local Area Agreement to provide an integrated framework for partners to tackle city wide priorities. In order to translate city wide priorities and outcomes to local improvement priorities, the Area Committee approved a three year Area Delivery Plan in June 2008 which was refreshed in June 2009 and rolled forward to June 2011.

This Business Plan replaces the ADP, reflects changes to the City and council planning and partnership framework and incorporates local community engagement planning and actions. The Business Plan will continue to outline local priorities and actions and reflect the themes and aims of Leeds Initiative, in addition to providing a framework for the spend of the well being budget.

An action plan accompanies the Business Plan, in which it sets out the priorities, actions and outcomes to be achieved. At the heart of the action plan is the Inner West Area Committee's ambition to improve the quality of life to residents to see that:

- Bramley and Armley town centres are thriving and vibrant.
- All local people are engaged in sport and cultural activities.
- All local people are able to access as many opportunities as possible to get jobs or learn new skills.
- Crime and antisocial behaviour are reduced, with a particular focus on reducing burglary rates.
- Improvements are made to priority environmental sites to enhance cleanliness and attractiveness.
- The SLA for Environmental Services is delivered.
- Local people are consulted on changes that may affect their lives and support them to get involved in local decision making.
- All children and young people attend school and have access to services that will enhance their well-being.
- All local people are active and healthy.
- Improvements are made to our most deprived neighbourhoods through integrated partnership working.
- There are increased numbers of volunteers working within our local communities.
- Local communities are cohesive and engender a sense of pride in their neighbourhoods.
- Better use is made of community buildings

The Business Plan will enable the Area Committee to fulfil the principles of integrated locality working and improving local services. The priorities in the Business Plan Action Plan have been selected after a study of the prospects, opportunities and challenges facing the local residents and agreed with local partners and Members.

How we will deliver this plan

The Area Support Team will play a key role in engaging the public and other stakeholders to shape the content of the Business Plan Action Plan going forward, manage performance and report progress.

1. Foreword by the Inner West Area Committee Chair

The Inner West Area Committee's Business Plan sets out some challenging actions and priorities for the years ahead. It will steer our work with partner agencies and local residents to achieve sustainable improvements to the services we deliver across our diverse communities.

The Committee is acutely aware of the unemployment among young people in the city. This affects 16 - 24 year olds and is affecting all students with various levels of education. It is crucial for us to work with all agencies and create as many vacancies as possible.

Councillor Hanley
Deputy Inner West Area Committee Chair

2. Area Committee Introduction

Decisions on this Business Plan are made by the Ward Councillors of the Inner West Area Committee:

- Armley ward (3 Elected Members)
- Bramley ward (3 Elected Members)

Ward Councillors are local representatives and have a key role as community champions. The Area Committee has co-opted four members: representatives of the Armley Forum and Bramley & Stanningley Forum. The co-opted members do not have voting rights as legally only Elected Members or council officers (with delegated powers) can make decisions about how the Council's budget is spent.

Area Committee meetings are held at least six times a year and the public are encouraged to attend and participate through the 'Open Forum' section at the beginning of the meeting. 2011/12 Inner West Area Committee dates:

Wednesday 19 th October; 5pm	St. Bartholomews Primary School
Wednesday 14 th December; 5pm	Strawberry Lane Community Centre
Wednesday 15 th February; 5pm	Venue to be confirmed
Wednesday 21 st March; 5pm	Venue to be confirmed

The Business Plan will be revised and refreshed every year to ensure the priorities and outcomes are still relevant.

The primary focus of the Area Committee continues to be improving local services in Inner West Leeds and working in partnership with Council services and key agencies, including the Police, health services, West North West Homes Leeds and the voluntary and community sector to achieve local aspirations. The Area Committee must also demonstrate its contribution to the success of Leeds and the Business Plan reflects the themes and aims of Leeds Initiative and links local and city wide outcomes.

3. Functions of the Area Committee

The 2011/12 Function Schedule, included in the Council's Constitution (Part 3, Section 3c), outline both Delegated Functions and Priority Advisory Roles of the Area Committee and was presented and agreed at the 8th July 2011 Area Committee. A copy is available on request.

Delegated Functions:

- Area Well Being Budgets
- Community Centres
- Neighbourhood Management Co-ordination
- CCTV
- Street Cleansing & Environmental Enforcement Services

Priority Advisory Functions: (influencing, developmental/consultative responsibilities)

- Community Engagement
- Community Greenspace
- PCSOs, Neighbourhood Policing Teams, Multi agency crime and grime operations
- Highways Maintenance (continuation of ward member responsibility)
- Local Children and Young People Plans
- Health and Wellbeing (Including Adult Social Care)
- Area Based Regeneration Schemes and Town and District Centre Projects
- Conservation Area Reviews

Well being Budget:

To take decisions about, and monitor activity relating to the use of the annual capital and revenue allocation to each Committee.

- a) The Well being Budget is used to support the priorities identified by Elected Members in consultation with residents and partners. It is administered by the Area Management Team on behalf of the Area Committee.
- b) The Area Committee receives update reports to each Area Committee meeting with updated budget positions.

Community Centres:

In relation to each community centre identified by the Director of Environment and Neighbourhoods as within the Committee's area, to:

- *oversee controllable revenue budgets, operational arrangements and the use of the centres;*
- *agree and implement a schedule of charges and discounts for directly managed centres;*
- *make asset management and investment proposals to ensure the portfolio is sustainable and meets local needs.*

- a) Under the current Functions Schedule there is currently one community centre delegated to this Area Committee:
 - Strawberry Lane Community Centre

- b) There is an ongoing review corporately in relation to community centres looking at the current delegation and market rental assessments.
- c) The Business Plan will assist the Area Committee in monitoring improvements to the centres. Reports will be provided to the Area Committee to report on progress, which will include information from Corporate Property Management on budget and maintenance and the corporate review of the Market Rental Assessments.

Neighbourhood Management:

To agree priority neighbourhoods (through the approval of the Business Plan); and to agree and monitor Local Area Management Plans for the Committee's area.

The Business Plan provides a framework to manage the delivery of key project activity in priority neighbourhoods focusing on the achievement of measurable improvements to service delivery using largely mainstream resources and integrated locality working. The Area Committee will have a direct role in setting the governance arrangements and community engagement programmes for priority neighbourhoods

- a) The priority neighbourhoods for the Inner West have been agreed as the Fairfields estate within Bramley & Stanningley ward and the New Wortley and Wythers areas within Armley ward. In addition, the Area Management Team will continue to assist the ALMO in delivering improvements through their neighbourhood improvement group on the Broadleas estate in Bramley & Stanningley ward.
- b) Local Area Management Plans will be approved on an annual basis and will set out actions to target the priorities identified within each priority neighbourhood.
- c) Reports will be provided to Area Committee twice a year to highlight achievements and provide performance management information.

CCTV

To maintain an overview of the service in the Committee's area and receive regular information about it.

- a) The Area Committee will receive an annual report in June to provide an update in relation to CCTV, in addition regular reports will be provided to members via email.

Environmental Services:

To develop and approve annual Service Level Agreements to achieve as a minimum, the service standards set by Executive Board. Via the Service Level Agreement, to determine the principles of deployment of the available resources by:

- *the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered)*
- *The agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.*

To be responsible for monitoring and reviewing the delegated activities in relation to the service outcomes specified in the SLA.

To be responsible for negotiating amendments to the SLA with service providers to

accommodate unforeseen events or patterns of service failure, during the course of the SLA.

- a) The Area Committee has established the Inner West Environmental Sub Group with Member representation from each ward to meet on a regular basis to oversee the development and implementation of the SLA. Quarterly service activity reports will be submitted by the Environmental Locality Manager to the Environment Sub-group for consideration. Through the sub-group, the report will be used to identify changes in issues and priorities and therefore help guide service delivery over the following quarters. Feedback from these meetings will form part of the regular reporting to the Area Committee to performance manage the delegation.
- b) Twice yearly performance monitoring reports will be submitted by the Environmental Locality Manager to the Area Committee for consideration to enable members to review the implementation and delivery of the SLA.
- c) An annual report will be submitted by the Area Committee to Executive Board, detailing the performance against service outcomes and the execution of Executive Board policy locally.

Community Engagement:

Each Committee will agree a local community engagement plan based on an agreed template to ensure consistency across the city. Information on how Area Committees have delivered on their community engagement plans will be included in an annual report to the Executive Board. It will outline achievements from the previous year and future priorities.

- a) As part of this Business Plan, a programme of community engagement will be developed with the aim of providing consistency across the 10 Area Committees. This activity will fulfil the Area Committee's delegated responsibilities and will be managed by the Area Management Team on behalf of the Area Committee.

Ward Member Briefings

- a) Ward Member meetings will be held for each ward during the year with the purpose to identify ward projects and monitor progress of these projects. The meetings will be arranged and facilitated by the Area Management Team with an action plan provided for each.
- b) Where members have specific issues, partners will be invited to attend meetings to discuss and agree actions to address.
- c) A regular cycle of invited guests will be agreed with members to provide update reports and progress as and when appropriate.

Forward Plan

A forward plan will be produced annually, outlining the reports scheduled for the Area Committee in that municipal year.

4. Well Being Budget

Each Area Committee has been delegated a Well being Budget which it is responsible for administering. The aim of this budget is to support the social, economic and environmental well being of the area by using the funding to support projects that contribute towards the delivery of local priorities set out in this Business Plan. Area Management work in partnership with agencies and service providers to ensure an efficient and effective use of the funding, and where possible, request match funding to be secured to ensure leverage is achieved.

Outlined in the table below is a record of how the 2011/12 revenue budget was allocated to support priorities in the Inner West. The table also shows how the 2011/12 revenue allocation of £136,710 has been aligned to city wide themes and local priorities.

INCOME	Revenue Well being budget 2011 / 12	£136,710
	Roll Forward	Nil
	Total	£136,710
EXPENDITURE		
ADP Theme	Projects	
Sustainable Economy and Culture		£42,200
	Summer Bands in Park 2011	,£1,200
	Town Centre Manager	£23,000
	I Love West Leeds	£18,000
Safer and Stronger Communities		£49,491
	Community Centre Consortium Project	£41,000
	Small Grants	£5,500
	Community Skips	£800
	Armley Community Fun Day	1,500
	Additional Litter Bins (revenue funding to supplement capital shortfall)	£691
Health and Well Being		£37,800
	Bramley Baths	£37,800
Children and Families		£7,219
	Holiday Sports Provision	£3,563
	Armley Sports Project	£1,656
	Lazer Centre & Friday Night Project	£2,000
Housing and Regeneration		£0.00
TOTAL		£136,710

A report was submitted to the Area Committee on 13th September 2011 outlining the major benefits and added value of capital Well-being funding in West North West Leeds. This showed that since 2004, well being monies have been spent on 51 projects, leveraging in £98,800 internal funding and £3,228,000 from external sources. This considerable leverage is largely due to the Safety Central project at the former Bramley Fire Station. The report also demonstrated the range of projects which Area Committee Well-being funding had supported, underpinning the following themes:

- Developing community capacity
- Addressing community safety
- Enhancing town and district centres
- Improving the environment, green spaces and parks
- Enhancing community assets
- Delivering highway repairs, improvements and parking schemes and encouraging sustainable transport schemes

The full capital budget for Inner West has either been spent or committed. There has been no new capital allocation since 2009/10.

5. Ward Profiles

Profiles are available for each of the four wards in the Inner West and will be annually reviewed by the Area Management Team. They include the following information:

- Ward Members
- Geographical location
- Socio-economic/demographic summary
- Priority Neighbourhoods
- Assets (Schools, main council facilities, main non council facilities)
- Key priorities in each ward (including development/regeneration plans, local issues and challenges)
- Key local organisations

These profiles are used in conjunction with Neighbourhood Index and Indices of Deprivation to provide a context for shaping local priorities.

6. Priorities and Actions for 2012/13

A draft action plan outlining the Area Committee priorities and actions for 2012/13 has been produced and will be reviewed annually. The action plan sets out specific actions to deliver the Area Committee's priorities, based on the new integrated working design.

7. Priority Neighbourhoods

In response to the Narrowing the Gap agenda of the Vision for Leeds 2004-2020, the Area Committee developed Local Area Management Plans (LAMPs). LAMPs do not include all activities and services provided within the area, but highlight what services are doing 'over and above' their core duties to meet the needs of the area and reduce the 'gap' between this neighbourhood and the rest of the city.

Priority neighbourhoods are identified based on the following:

- Neighbourhood Index
- Indices of Deprivation
- Consultation with Elected Members
- Data available from partners on their service users

The New Wortley and Wythers estates within Armley ward and the Fairfields estate within Bramley & Stanningley ward have been the focus of LAMPs for a number of years as these fall within the most deprived areas of Inner West as demonstrated by the Indices of Deprivation. Whilst there has been some improvement in the most deprived areas; crime, poor educational outcomes and a poor living environment would still appear to be the biggest issues with many Super Output Areas in the most deprived 20% nationally within these domains. The LAMPs have involved a range of agencies working in partnership to tackle numerous issues, with a particular focus on environmental issues.

Health and well-being is a particular issue in New Wortley and this is being tackled through the LAMP. NHS Leeds led on a health needs assessment in the area and the results are being considered and will be addressed through the LAMP. The LAMP also tackles crime and grime and health issues as well worklessness and a range of issues facing vulnerable people.

The Wythers LAMP has focused on crime and grime issues in the main and this has included inter-generational and cohesion and integration work with schools to increase residents' ownership of their local environment. In particular anti-social behaviour has been a key problem with some problem families being the target of interventions.

The Fairfields LAMP continues to address crime and grime issues and has more recently tried to ensure cohesion between residents of the original estate and new social housing development. The LAMP has also promoted community engagement in activities, particularly those linked to reducing worklessness and those improving health and well-being. The LAMP has incorporated input from a private sector organisation that has entered into a partnership with the centre to make improvements to the interior and exterior of the building and support community engagement.

The Community Centres Consortium for Fairfield and New Wortley community centres has also been a key focus of the priority neighbourhoods work in these areas. A Business Facilities and Social Enterprise Manager is in post, funded through the Inner West Area Committee, to increase the sustainability of community centres in Inner West through increasing social enterprises which operate from the centres. The business model for this post was developed by the Community Centres Consortium and as a result a range of key stakeholders are engaged with the post holder in helping to develop the centres as social enterprise hubs. The post is helping to promote community engagement and cohesion in the area and also seeking to make long term sustainable changes in the area

In addition, a Neighbourhood Improvement Plan, led by West North West homes Leeds has been developed for the Broadleas estate in Bramley & Stanningley ward. This reflects the performance of this area in terms of Indices of Deprivation.

Partnership work aims to tackle crime and grime and health and well-being issues such as teenage pregnancy, domestic violence and safeguarding children.

8. Partnership and Integrated Working

Locality Working is about working better with a wide range of services, organisations and residents to improve local communities. It focuses on better coordination and cohesive service delivery which is able to best meet the needs of local people. Area Committee will nominate champions for partnership roles to support this agenda.

2011/12 Area Committee Champions

Cllrs Hanley & Harper	Environmental Champion
Cllr Harper	Health and Well being Champion
Cllr McKenna	Community Safety Champion
Councillor Lowe	Children's Champion
Cllr Hanley	South East Employment, Enterprise & Training Partnership

West North West Area Leadership Team

The team will be established in September 2011, chaired by a member of the corporate leadership team, and oversee the development and successful implementation of local integrated services that improve outcomes in west north west neighbourhoods. The new locality working approach is outlined in the design principles agreed by Executive Board in December 2010 (a copy of the design principles is available on request).

West North West Environmental Integrated Locality Working group

The West North West Area Manager with partners, has established a West North West Environmental Integrated Locality Working group to oversee integrated locality working to tackle environmental issues in key areas of the wedge. This group meets bi-monthly. In addition to improved visual appearance the targeted neighbourhoods, lessons learnt on future collaborative working will be identified and implemented.

Inner West Environmental Sub Group

The Inner West Sub Group comprises a Member from each Inner West ward and meets regularly to ensure implementation of the Service Level Agreement. The aim of the group is to provide strategic direction for the improvement of service delivery and the quality of the environment for the Outer West wards of Armley and Bramley & Stanningley through targeted response to local priorities, better co-ordination of service delivery and investment in public green spaces.

Community Safety Tasking

The Inner West Tasking group works in partnership, taking a problem solving approach to crime and environmental issues. Intelligence sharing means that actions identified are intelligence led, focusing on hotspot areas. The group meets monthly and regularly reports back to the Area Committee and also the Divisional Community Safety Partnership.

9. Community Engagement

Developing a programme of community engagement is one of the Area Committee's key responsibilities. This business plan seeks to provide a robust framework for community engagement which supports the identification of business plan activity and involves the public in local decision making. To facilitate this process, it is recommended that engagement activity should be split into two main components:

- a) Primary Engagement: A core programme of primary engagement for all 10 Area Committees should be implemented which provides a consistent approach for consulting the public on the broad priorities for each area and meets the requirements for the area committees' delegated function. It is proposed that this is undertaken through an annual survey of Citizens Panel Members and is implemented as part of the annual Business Plan development and review process. The results of this consultation will be presented in a report to Area Committees setting out the findings of the consultation against the business plan themes.
- b) Secondary Engagement: In addition to this core programme of community engagement, each area committee may elect to undertake additional engagement as it relates to the business of the Area Committee. For the Inner West this will include but is not limited to: a neighbourhood survey for each priority neighbourhood, up to 17 ward forums and drop-in sessions a year and a range of engagement activities linked to the delivery of individual projects and programmes of service improvement.

A community engagement forward plan will be produced annually, outlining the reports scheduled for the Area Committee in that municipal year. Area Management Team will manage this programme of activity on behalf of the Area Committee which may include contributions of resources from other services and agency partners.

10. Commitment to Equalities and Cohesion

Leeds City Council has a strong commitment to equality and cohesion. Community cohesion is a key priority for the Area Committee and their work within local communities is aimed at developing harmonious communities where people can come together in a spirit of cooperation to improve their area.

Leeds City Council has an Equality Framework and achieved an 'Excellent' standard in May 2011. Area Management are responsible for ensuring that equality standards are embedded in all Area Committee work.

Well Being Funding Agreements are signed by all agencies and community groups, who must also implement and adhere to their own equality statements in order for them to receive funding.

11. Monitoring Arrangements and Promotion of Area Committee Achievements

The Action Plan outlining the Area Committee priorities and actions will be subject to performance monitoring. Further performance management arrangements will be developed during the implementation of the Business Plan.