

Report of the Assistant Chief Executive (Customer Access & Performance)

Report to: Inner North West Area Committee

Date: 21st February 2012

Subject: West North West Area Leadership Team Meeting

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

- 1 This report provides an update on the work programme of the West North West Area Leadership Team. It provides background information on the development of WNW Leadership Team and outlines the issues and challenges being addressed.

Recommendations

- 2 Members are asked to:
 - Note the content of this report and identify future priority issues which the Area Leadership Team could focus on.
 - Agree how they would like to be kept updated of future WNW Area Leadership Team meetings.

1 Purpose of this report

- 1.1 This report provides Members with an update on the work of the West North West Area Leadership Team.

2 Background information

- 2.1 The Area Leadership Teams were established in September 2011 as part of the Councils development of Locality Working. Their purpose is to determine the key priorities where working together could improve local outcome. Each of the 3 administrative areas of the Council has an Area Leadership Team (SE/WNW/ENE). Membership consists of Area Committee Chairs and senior officers from across the public and voluntary and community sector (appendix 1 outlines the members of the WNW leadership Team). All of the organisations involved keep their existing governance arrangements and the Area Leadership Team is not a formal decision making body.
- 2.2 The WNW Induction event took place at the end of September 2011. The focus of this session was to establish a new working relationship between leaders and support their understanding of the WNW, agree how they would work together and understand the purpose of the team. The WNW Area Leadership Team set priorities using evidence from the Leeds Observatory and local intelligence gathered through ward profiles and local discussions.
- 2.3 The priority themes for West North West are outlined below:
- Jobs and Skills – focus on worklessness and NEET (from July 2012 Welfare Reform added)
 - Health and Wellbeing - Focus on health inequalities (alcoholism, suicide, improving life expectancy)
 - Communities – focus on neighbourhood improvement and the Place agenda including the environment and community safety (specifically burglary).
- 2.4 The group meets approximately 5 times a year and various working groups meet to take forward specific pieces of work.

3 Main issues

- 3.1 The WNW Area Leadership Team has developed a network across the WNW that supports integrated working across organisations. The area based discussions have generated programmes of work around the three priority themes.

3.2 Jobs and Skills

Worklessness and Welfare Reform

- 3.3 The Area Leadership Team has played a significant role in helping to shape the worklessness and welfare reform agenda locally. In June 2012 a group was established to take forward the worklessness and welfare reform agenda in West North West. A number of challenges, barriers and opportunities were identified by the group and reported to the July 2012 Area Leadership Team meeting.

- 3.4 The statistics illustrated that there was a strong correlation between worklessness and the most deprived neighbourhoods across the WNW, requiring closer working with the neighbourhood working arrangements e.g. Hyde Park Neighbourhood Improvement Board, Hawksworth Wood Big Local arrangements and the Inner West work around priority neighbourhoods. It also explored how to support the work of cluster around the NEET agenda.
- 3.5 Since July the Worklessness Group has developed an action plan to prioritise activity going forward. These pieces of work respond to partner challenges that have been raised through the working group discussions and some of the discussions with local communities' representatives. Key activities include:
- Mapping and banding worklessness provision in WNW to ensure that all of the organisations working with people seeking training and pathways to work are aware of the wide variety of provision across the area;
 - Exploring the potential to set up an online 'Employment, Learning and Advice Portal' to facilitate and improve signposting and communication between frontline practitioners and residents in the City;
 - Working to ensure that information, advice and guidance is offered to all young people at appropriate points from Year 7 to Year 11. This includes establishing a Provision Meeting to improve progression routes for young people into the right employment, education or training;
 - Integrating and maximising the reach of mobile and outreach locality provision, taking account of priority neighbourhoods;
 - Working with partners to maximise locality provision of key services and exploring co-location opportunities. A co-location pilot scheme is being delivered by Leeds City College at Bramley Library to meet identified local need. Co-location opportunities are being explored in Hawksworth Wood;
 - Worklessness referrals have been linked to the Multi-Agency Referral pilot in the Armley ward;
 - Improving signposting and connectivity to worklessness provision, for example in GP surgeries, health centres and community centres;
 - Identifying and supporting local residents who are job ready to apply for job opportunities, current opportunities being Leeds Trinity and the Leeds Arena;
 - Working to maximise the mix of opportunities that are available to support the transition into employment for both residents on the Work Programme and those being supported by Job Centre Plus.
- 3.6 Good working relationships have been formed between Leeds City College, Job Centre Plus and Employment and skills with partners sharing information and challenges about meeting the needs of people experiencing workless. This has formed a good platform for the local activity supporting Welfare Reform changes.
- 3.7 The Worklessness Group has also incorporated actions to support Welfare Reform, key pieces of work include:
- WNW Welfare Reform Workshop - The West North West Area Support Team held a Welfare Reform Workshop on the 28th November, aimed at frontline staff and managers to help raise awareness of the approaching changes and anticipated impact. The workshop also provided local leaders and frontline staff with the chance

to examine what the welfare reform changes meant to them and their staff teams. The workshop was supported by Leeds Benefits Service, WNWHL, Burley Lodge, and Leeds Credit Union. The feedback from this session will inform local action plans to ensure that frontline practitioners are well supported and have the information they need to meet the needs of local residents. This network is being used to disseminate new information quickly to local leaders and practitioners from across a range of sectors.

- Employer Forum - An Employer Forum is being organised to raise awareness of the welfare reform within the local business sector and to open dialogue with regards employment opportunities for local people. It is anticipated that this event will take place in the forthcoming months;
- Private Sector Support - Funding has been secured from the PCT, to commission a Provider to deliver additional information, advice and guidance to tenants in the private sector that are affected by the welfare reform;
- Illegal Money Lending - The Neighbourhoods Team, Public Health are organising some market style events for members of the public, on the back of work being undertaken through the West Leeds Debt Forum. The primary objective is to raise awareness about illegal money lending. Events have taken place at Hawksworth Wood Children's Centre, Armley Library, Swinnow Community Centre, Fairfield Community Centre, Trinity Methodist Church, Bramley and the Wellbeing Centre, Pudsey, with further events planned for February and March.
- The Life channel in GP surgeries is also being used to raise awareness around illegal money lending and there are promotional leaflets available for circulation.

3.8 Communities

Neighbourhood Improvement

- 3.9 The Area Leadership Team has played an important role in helping to raise the profile of disadvantaged neighbourhoods with partners in the West North West Leeds. The group has received a series of reports which has prompted useful discussions about how services can work collectively to tackle a range of deprivation issues at the neighbourhood level.
- 3.10 In May 2012 the WNW Area Leadership Team received a report setting out how deprivation is concentrated in several neighbourhoods in primarily inner wards. The report identified a list of the most deprived neighbourhoods in West North West Leeds. The communities (based on Local Super Output Area) that ranked highest across a range of indicators include:
- Broadleas
 - Burley
 - Fairfield
 - Farnley
 - Hawksworth Wood
 - Heights and Gambles
 - Highfields Roseneaths and Giplins
 - Little London
 - New Wortley
 - Wythers

3.11 A range of partnership arrangements have been developed to improve how organisations work in these communities – e.g. Developing local partnership arrangements to support the Hawksworth Wood Big Local and the development of new arrangements for the Inner West through the Neighbourhoods Improvement Board. Further work is required to develop agreed support approaches across all of these neighbourhoods going forward.

3.12 Places Group – Focus on Burglary and Environmental Improvement

3.13 Recognising the significance of issues relating to key localities in West North West Leeds, the Area Leadership Team has recently developed a sub group called the Places Group. This group is focusing on issues relating to community safety, environment, housing and assets. The Area Leadership Team identified that despite significant progress around burglary and the recent environmental delegation to Area Committees, more needs to be done to improve the pace at which partners respond to communities' aspirations around the place where they live.

3.14 The initial task of this group was to develop the partnership arrangements for working with West Yorkshire Police around Operation Optimal. These arrangements have been successful and WNW communities have experienced a considerable decline in the number of burglaries. All of the key partners have co-ordinated operational activity to support the hotspot areas and receive regular briefing information from police colleagues to support their day to day operational plans. Further work is still required as burglary rates in the WNW are still high. Partners are reviewing their current arrangements to identify areas for improvement. Recent research has highlighted the link between burglary and the quality of the environment and the Places Group are exploring how partners can work together to address common environmental concerns that the police collect as part of the environmental audits conducted across the communities in the WNW.

3.15 The group has supported the development of integrated working pilots with the ALMO. Work is still on-going but there is evidence of better co-ordination of service between the partners and learning that can be rolled out across other areas. Current discussions are focused on understanding organisations capacity to integrate their services across parks and countryside services, environmental services, ALMO and West Yorkshire Police. This work is being led by the Area Support Team and commenced in January 2012. It will focus on an agreed pilot area that has a high number of environmental concerns raised across a range of partner. Progress on this work will be reported to the Area Committee Environmental Sub-Groups.

3.16 Early work has taken place to co-ordinate the management of derelict sites across the WNW. This work is still at the early stages and very much focused on practical management solutions.

3.17 Health and Wellbeing

- 3.18 The WNW Clinical Commissioning Group is representation at the WNW Area Leadership. In October the Area Leadership Team received a report which outlined the role of the West North West Health and Wellbeing teams and the work of the LWCCG. It gave partners an insight into how this work contributes to the Joint Health and Wellbeing Strategy, as well as an opportunity for partners to see where they can add value to current work programmes. Area Leadership Team partners explored how their work could support the broader health and well-being agenda. This is a new local working relationship between the Council, wider partners and the Leeds West GP Clinical Commissioning Group (LWCCG).
- 3.19 LWCCG has prioritised Alcohol, Long Term Conditions and Cancer as key areas of development. LWCCG colleagues are working with partners locally to explore how we work together around these key challenges and make the most of local arrangements such as working with the ALMO and key voluntary organisations. In January they supported a workshop to explore how we reduce suicide rates in the Inner West where rates are the highest in the city. This produced a joint action plan which is now being taken forward locally.
- 3.20 Partners are being brought together locally around the health lifestyle agenda which focuses on issues such as smoking cessation and alcoholism. Local frontline workers have been trained to deliver cook and eat courses, walk trainer programmes and alcohol awareness. The Multi Agency Referral programme for systematic referrals to wellbeing services is being promoted in Armley and has been supported by the Area Leadership Team. It has resulted in vulnerable people accessing preventative services, such as smoke alarms, smoking cessation services and telecare (adaptions to keep older people in their homes for longer) through frontline workers they come into contact with. The evidence from this work is being used to support the citywide roll out of the programme through the Contact Centre.
- 3.21 The Health and Well Being agenda and the new relationships with LWCCG is an area where partners are keen to understand how they contribute and help shape some of the local work programmes. This is a developing area of work locally but good progress is being made in forming relationships with a range of members of LWCCG and public health colleagues. Information and ideas are starting to shape new pieces of work and forming good local relationship between the health partners and the VCFS providers across the WNW.
- 3.22 Public Health colleagues have worked with local partners to locally commission specific activity. Examples of this include:
- The Healthy Living Network in Leeds have been commissioned to deliver 104 Community Health Educators sessions per year (covering alcohol, healthy eating, smoking and physical activity) in deprived neighbourhoods,
 - BARCA Leeds have been commissioned to deliver healthy lifestyle courses at a number of community venues in Inner West and Inner North West Leeds
 - Community Action Little London and Services (CALLS) have been commissioned to set up courses requested by local people, for example first aid and debt management training.

- Trading Standards have been commissioned to undertake work in Burley / Hyde Park with regards to Niche Tobacco (such as Shisha waterpipes).

3.23 The WNW Area Leadership Team works with the local Health and Wellbeing Partnership to support the development of thematic programmes of work. The WNW Area Leadership Team provides the opportunity through senior leaders to unblock some of operational issues that can result when organisational boundaries are challenges.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 The Area Committee Chairs have been involved in the development of the West North West Leadership Team meetings. The Area Leadership Team set its priorities using evidence from the Leeds Observatory, local intelligence gathered through ward profiles and input from a range of partners. A cycle of reports will be agreed at each Area Committee for future updates.

4.2 Equality and Diversity / Cohesion and Integration

4.2.2 This section is not applicable to this report.

4.3 Council policies and City Priorities

4.3.1 The Area Committee Functions and Priority Advisory Functions were approved by the Executive Board in June 2009, this approval was rolled forward to 2010/11, and rolled forward again to 2011/12 with amendments only to environmental delegations.

4.3.2 The Area Functions are included in the Council's Constitution (Part 3, section 3C).

4.3.3 The work of the Area Leadership Team will contribute at a local level to Best City Priority Plans.

4.4 Resources and value for money

4.4.1 Programmes of work outlined in this report are resourced in the main by Area Support Team staff and their partners. The focus is on the better use of resources to improve outcomes in the WNW

4.4.2 In order to meet the Area Committee's functions (see Council's Constitution Part 3, section 3C), funding is available via Well-being budgets and the Community Centres Budget.

4.4.3 In order to meet the Area Committee's roles, funding mainly supplied by other Leeds City Council Departments mainstream budgets, and external partner agencies for example the Police and Primary Care Trust, which is in turn reflected in the fact that the Area Committee's role here is to influence, develop and consult.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report is the report of the Area Leader for West North West Leeds who has delegated responsibility to action decisions in accordance with the Area Support Team's work programme in accordance with part 3 of the Council's Constitution in relation to Area Committee Functions.

4.5.2 This report is not confidential, neither is it, or part of it exempt.

4.5.3 This report is not subject to Call In.

4.6 Risk Management

4.6.1 There are no significant risks identified in this report.

5 Conclusions

5.1 Over the last year the Area Leadership Team has developed programmes of work which support integrated working across the WNW. Local leaders have demonstrated that working together can improve the pace of change around key challenges such as burglary, worklessness and welfare reform. It provides a network and framework for local problem solving and working across traditional organisational boundaries. It provides a framework for a broader range of partners to work directly with area committee chairs and Area Committees.

5.2 More work is required to improve the pace of integration around the environmental agenda so that the learning from pilot activity is quickly disseminated to other areas. There is also the opportunity to explore how this area of work develops a closer working relationship with Area Committees and the Environmental sub-groups locally.

5.3 The new relationship with LWCCG and the Area Leadership Team provides a positive opportunity to work jointly around issues affecting the wider determinants of health as we continue to strengthen local working relationships.

6 Recommendations

6.1 Members are asked to:

- Note the content of this report and identify future priority issues which the Area Leadership Team could focus on.
- Agree how they would like to be kept updated of future WNW Area Leadership Team meetings.

7 Background documents

7.1 None.

Appendix I -

WNW Area Leadership Team		
Membership	Name	Position
Chair	Sandie Keene	Leeds City Council
Lead Board Member	Cllr T Murray	Elected Member
Member - INW	Cllr J Akhtar	Elected Member
Member - OW	Cllr J Jarosz	Elected Member
Member - ONW	Cllr P Wadsworth	Elected Member
Member - IW	Cllr J McKenna	Elected Member
Area Leader	Jane Maxwell	WNW Area Leader LCC
FE	Nichola Newton	Deputy Principal Teaching & Learning - Leeds City College
ALMO	Chris Simpson	WNWHL
Police	Ch/Supt David Oldroyd	Police
Health	Victoria Eaton (new appointment shortly – Fiona Day)	NHS Leeds
Environmental Services	Jason Singh	Locality Manager WNW LCC
Third Sector	Richard Norton	Headingley Development Trust
Third Sector Deputy	Jo Forsey	Leeds Healthy Living Network
Employment & Skills	Alice Winter	Head of Employment Leeds LCC
Regeneration Sustainable Economy and Culture	Franklin Riley	Regeneration Manager LCC
Health & Wellbeing	Michele Tynan	Chief Officer - Learning Disabilities LCC
Leeds Initiative	Kathy Kudelnitzky	LCC
Childrens Services	Sue Rumbold	Chief Officer Partnership Development and Business Support LCC
Leeds West CCG	David Murray	Leeds West CCG