

THE KIRKLEES NEIGHBOURHOOD RENEWAL STRATEGY

(PRE-) CONSULTATION DRAFT

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PART A: A NEIGHBOURHOOD RENEWAL STRATEGY FOR KIRKLEES

1 INTRODUCTION

This local Neighbourhood Renewal Strategy (LNRS) for Kirklees has been developed by the Kirklees Partnership to tackle problems and improve core services in our most deprived neighbourhoods. The LNRS has been prepared as an integral part of the Community Strategy and by working closely with local communities.

Our LNRS combines a long-term vision and long-term goals with short-term priorities and proposals for quick wins. It builds on what has already been achieved and provides a framework for decision making on the Neighbourhood Renewal Fund.

The problems facing our most deprived communities are often deep-rooted and far-reaching. In many areas, unemployment and poverty are widespread and educational attainment is lower than we would like. There are high levels of crime, too many people have poor health and too many people live in run-down neighbourhoods. We aim to tackle these issues over the lifetime of the strategy together with a number of other local priorities such as supporting and increasing opportunities for young people, tackling drug misuse, improving community cohesion and tackling poverty and income deprivation.

In delivering our LNRS we will adopt a systematic and planned approach to tackling local problems that places residents at the heart of the renewal process and includes

clear objectives and challenging but realistic targets. Throughout the process we will be guided by the need:

- to fully involve and empower local people
- for local agencies to embrace the cultural and organisational changes necessary to deliver improved outcomes in deprived areas
- to make the most of links within and between core public services and targeted regeneration initiatives
- to use the Neighbourhood Renewal Fund to kick start the renewal process in our priority areas and act as a catalyst for change across the district
- to develop new and more effective ways of delivering services that can be rolled-out elsewhere.

In developing our approach to identifying priority areas it was not our intention to select a few lucky winners along the lines of conventional regeneration programmes. Instead, we will use the priority areas to explore why certain services are failing and to test out new models of delivery that, if successful, could be rolled out to other deprived areas elsewhere. In this way we hope to start a rolling programme of neighbourhood renewal right across the district.

The challenge presented by neighbourhood renewal in Kirklees should not be underestimated. We are confident however

that the approach we have developed is soundly based and already having a positive impact on the lives of local people. We are working with energy and commitment to tackle the problems of our most deprived communities. The systems and processes we have put in place will ensure that we continue to deliver neighbourhood renewal in Kirklees for the lifetime of the LNRS and beyond.

2 THE BACKGROUND TO NEIGHBOURHOOD RENEWAL IN KIRKLEES

The Government's far-reaching programme to reverse the 20-year spiral of decline in the poorest parts of the country is set out in *A New Commitment to Neighbourhood Renewal: National Strategy Action Plan* published in January 2001.

The *Action Plan* brings together a wide range of new and existing policies and targets to ensure that all of us can expect a minimum level of services and ensure that no-one is seriously disadvantaged because of where they live.

The overall objective of the new approach is to bridge the gap between the most deprived neighbourhoods and the rest of the country and within these areas ensure minimum standards in jobs, education, health housing and in tackling crime. These minimum standards are known as the Government's 'floor targets' (see p5 and Annex A).

Local Strategic Partnerships (LSPs)

One of the most important proposals in the Action Plan is the introduction of LSPs in every local authority area. LSPs bring together the public, private, voluntary and community sectors within a single overarching local strategic framework. In Kirklees, our LSP is the Kirklees Partnership which was established in 1998.

As well as drawing up a LNRS for the most deprived areas, the Kirklees Partnership's main tasks include: preparing a Community

Strategy for the district based on common aims and priorities and working with Kirklees Council to develop its local Public Service Agreement.

All members of the Kirklees Partnership embrace the principles of our LNRS and are keen to do all they can to make it succeed.

The Kirklees Community Strategy

In 1999, the Council and the Kirklees Partnership developed a vision and strategy for the district called *Our Agenda for Change*. This has now been brought up to date to reflect the Government's community planning requirements. The new vision and strategy for Kirklees is based on ten priority themes and provides a strategic framework for the district for the next 10 years.

Many of the themes are concerned with bringing about improvements to the quality of life in our most deprived areas. These include:

- Creating a stronger economy that is better able to meet the needs of the local community
- Reducing all forms of discrimination and prejudice
- Increasing children's and young people's opportunities
- Making Kirklees safer
- Making Kirklees cleaner and more attractive

- Improving health, well being and independence
- Increasing provision of safe, warm and affordable housing
- Supporting the development of individuals and communities

The Kirklees Public Service Agreement (PSA)

Local PSAs provide a way for areas to secure additional Government funding and greater local flexibility in exchange for agreeing to meet challenging targets. Each local authority has to identify and undertake to deliver 12-13 key targets including targets to improve outcomes for areas or groups most at risk of social exclusion. The Kirklees PSA has been developed by the Council and the Kirklees Partnership in parallel with both the Community Strategy and Neighbourhood Renewal Strategy and took effect on 1 April 2002. Again, a number of key priorities and targets relate to our most deprived neighbourhoods and socially excluded groups. These include:

- narrowing the employment gap
- improving the life chances for care leavers aged 19
- improving health by reducing accidents and increasing physical activity
- reducing burglary and anti-social behaviour
- enabling young people to access housing and remain in their communities longer and

- improving the cleanliness of streets and open spaces.

Area Committees

To reflect the strength of identity within different parts of the district, the Council has recently introduced a devolved structure of area committees to refocus the organisation at a more local level and re-shape services to be more responsive to local situations. Each area committee will, among other things, be responsible for developing a local community action plan. Importantly, community action plans will take forward the aims and priorities of the Kirklees Neighbourhood Renewal Strategy at local level and set out priorities for change and the actions needed to achieve them. Area Committees have a number of roles in relation to the Neighbourhood Renewal Fund. These include providing 'Member Champions' for our priority areas, endorsing local renewal delivery plans and integrating them with broader Community Action Plans, and a monitoring role to make sure improvements are being made on the ground.

Building on other key programmes

Two key objectives of our strategy are to build on previous achievements and to increase the benefits of current services and programmes by maximising the synergy between them. The LNRS will act as a catalyst in encouraging a more integrated and joined-up approach so that all services and initiatives will be mutually supporting, avoid duplication and overlap and plug any gaps.

Over the years Kirklees has been successful in attracting substantial resources from the Government's Single Regeneration Budget (SRB). The neighbourhood renewal strategy will build on the substantial foundations laid by these programmes and SRB Partnerships will continue to have a key role, along with other delivery partnerships, in renewing our deprived areas.

3 THE NEED FOR CHANGE

Many problems in Kirklees stem from the decline of traditional manufacturing industries particularly textiles. The spread of deprivation tends to mirror the former textile centres with high concentrations in the older built-up areas and estates of Huddersfield, Dewsbury and Batley. However, outlying former mill towns, valleys and rural areas of Kirklees also experience deprivation, which is often compounded in these areas by isolation and poor access to services.

The Index of Multiple Deprivation 2000 (IMD), published by the former DTLR, sets out the relative levels of poverty and social exclusion for all the districts in England and Wales. The Index ranks Kirklees the 8th most deprived local authority area in the district level 'income' measure, 19th most deprived area in the district level 'employment' measure and 85th most deprived area overall. Within Kirklees we have three wards in the 10% most deprived wards nationally, another three wards in the 11% most deprived nationally and a further two wards in the 12% most deprived nationally.

Neighbourhood baselines

Ward-level data is useful in aggregate for comparing districts with each other. However, information at this level cannot pinpoint accurately severe pockets of deprivation and in many Kirklees wards small areas of severe deprivation are masked by other, more prosperous areas nearby.

Kirklees Council has developed a computerised information system based on

area postcodes that can measure conditions and highlight problems in very small areas across a wide range of indicators. This information has been invaluable in developing comprehensive neighbourhood baselines and in helping to identify priority areas for neighbourhood renewal. In these areas, community meetings, household surveys and focus groups have supplemented what we know already about people's perceptions of where they live, their quality of life and their priorities for change.

The Government's 'floor targets'

A key element of the Government's Neighbourhood Renewal Strategy is to ensure minimum standards (known as 'floor targets') in jobs, education, health, and housing and in tackling crime. In Kirklees, a number of schools fail to reach the educational attainment floor targets, several areas are above the limit set for the number of household burglaries and 45% of Council houses currently do not meet the 'decency' standard. Kirklees, however, exceeds the floor targets for jobs, life expectancy and teenage pregnancy. Our LNRS aims to address weaknesses in all the floor target themes together with a number of other local priorities.

Identifying priority areas for renewal

On the basis that those living and working in an area are the best people to ask what the problems are a blanket invitation was issued to local people, ward councillors, community groups and local agencies to suggest

potential areas for renewal. In all, over 300 were put forward. These areas were then measured against a range of deprivation indicators including poverty (as evidenced by Council Tax Benefit receipt), educational attainment, burglary, heart disease and household income. Information on population, including age and ethnic origin, and on housing tenure helped complete the picture. A shortlist of areas was then drawn up.

From the shortlist, a joint Kirklees Council / Kirklees Partnership Decision-Making panel selected 38 priority areas, grouped into six themed clusters. These clusters are representative of the different areas, communities, living conditions and experiences found across the district including one cluster of six outlying estates. Neighbourhood profiles of our priority areas are set out in Part C together with their NRF action plans.

4 MAKING IT HAPPEN AND MANAGING CHANGE

Involving local people

The involvement of local people is essential if Neighbourhood Renewal is to have a real and sustainable impact on social exclusion. Local people need to be given the opportunities, support and encouragement to say what would work in their area and given the power and responsibility to take action. Past national and local experience has shown that without this, little can be achieved by way of long term, sustainable change.

We wish to build on what communities have already told us about their needs (in some areas communities have already identified these a number of times). Where there has been little consultation with communities, intensive work is being carried out to identify local issues of concern.

Building community capacity

Building community capacity means working to increase the ability of local people and community groups to take a leading and effective role in the life of their community. Work is currently underway funded through the NRF to develop and implement a comprehensive community capacity building programme for the district's most deprived communities. This work will enable and encourage local people, schools and organisations not only to take a more active part in community life but to influence decision makers, help plan initiatives and

changes to services and monitor their success.

Different neighbourhoods have different needs and abilities. Where capacity building has already taken place and community structures and networks already exist, local people are much more able to participate, to think strategically, are clearer about needs and often ready to take on additional responsibilities. In other areas, however, particularly those not to have benefited from previous targeted regeneration programmes, there is often an absence of existing community structures and local people are less willing and able to play an active role. In these areas we will carry out intensive outreach work to engage local people and groups, identify training needs and then develop and deliver an appropriate programme of capacity building and community involvement.

For the longer term, we plan to maintain and strengthen community structures in our most deprived areas and develop the role of local people in the neighbourhood renewal process.

Engaging 'hard to reach' groups

We are also committed to taking specific action to involve those who do not normally get an opportunity to express their views. These include young people, older people, certain ethnic minority communities and people with disabilities. A core element

throughout the Neighbourhood Renewal programme will be capacity building work to reach those traditionally excluded. We want to build on existing networks within communities and help to strengthen these by linking in the views and concerns of marginalised community members.

Local people and local service providers working together

Not only do we recognise that communities may need support, we also wish them to work with services to enable them to respond to local needs, priorities and aspirations. Work is already underway in our priority areas to bring together providers and the communities they serve to identify problems and develop solutions. As a result of these discussions local neighbourhood renewal action plans are being drawn up and new ways of delivering services that better meet local needs are being 'commissioned'.

In this way we are building community skills and experience and harnessing community motivation and commitment. As far as service providers are concerned this approach enables them to develop a better understanding of the customer's point of view and build positive relationships with local communities.

We intend to embed this model of working and deciding together at a local level across the whole of Kirklees as well as in the priority renewal areas. We will look at ways of

sustaining this model within these areas and ultimately devolve decisions about the commissioning of services at a neighbourhood level. This will be clearly linked into the development of the new local Area Committees and the process of Community Action Planning – so that what we do through Neighbourhood Renewal is sustained beyond the life of the NRF.

Changing the way services are delivered

Changing the way services are delivered is not always easy and change happens at different paces. For the change to be effective and lasting, we will need active commitment from people and from organisations. The factors that will affect the pace and quality of change include:

- **Leadership, direction and drive** in local public service organisations and in communities. Everyone has a stake in this process. Our political, community, voluntary, business and public sector leaders, working through the Kirklees Partnership will need to raise the profile of our most deprived areas within their organisations and to prioritise and champion the changes needed to achieve the aims of the strategy.
- **Willingness and commitment from organisations** at all levels to change how they deliver services, and to embrace new ways of thinking and working. We have begun to explore new ways of enabling organisations to participate in the process of working alongside communities to plan and deliver services differently and to

make visible impacts and progress in our most disadvantaged neighbourhoods. This work will be further developed through the community action planning processes to improve public services to make them more customer focussed and more responsive to local needs.

- **Targeting resources** will assist this demanding process. The Neighbourhood Renewal and Community Empowerment Funds will help to oil the wheels of change and to enable communities and organisations to make the transition from current practices to new ways of delivering joined up services. In addition, public service providers are committed to giving priority neighbourhood renewal areas prominence in their budget setting and corporate planning processes.
- **Information and communication** will be of vital importance to the success of our Neighbourhood Renewal Strategy. A communications strand is being developed that will include a range of methods including community meetings, leaflets, newsletters and websites etc. These will generate interest and commitment among the different communities and organisations with an interest in neighbourhood renewal. In this way we hope to build a positive consensus about the aims of neighbourhood renewal and its value to local communities. In addition, a key priority of our Local Learning Plan for neighbourhood renewal will be to build up a knowledge of what works and to disseminate of good practice.

- **Neighbourhood Management** - Following a national bidding round, Dewsbury West was selected to take part in the Neighbourhood Management Pathfinder Programme. Neighbourhood managers will act as a champion for their areas, be responsible for co-ordinating public services at the local level (including negotiating with service providers to improve the services they run), feed the neighbourhood's views into higher tiers of government and manage a 'leverage' fund of about £1.5million. We are learning valuable lessons in Dewsbury West about the benefits of community-led neighbourhood management. If this approach continues to be successful we hope to be able to introduce it in other parts of Kirklees.

5 MAKING A DIFFERENCE AND MEASURING SUCCESS

In section B we have set out the most pressing challenges facing our communities including the reasons why change is needed, our priorities for action, and a series of outcome targets. Also listed, are the principal partners for change and some of the key programmes and initiatives that we must build on if our strategy is to succeed.

There was overwhelming support during the community consultation process that young people and community safety (including tackling drug problems) should be at the top of our list of priorities. These themes and the others we have included are an accurate reflection of the main issues facing our deprived neighbourhoods and the priorities for action of local people.

Work is already well underway in the priority areas. Local people and public service providers are working together to develop action plans for tackling the most pressing problems in each area. This work and its early results are outlined in Part C.

Monitoring and evaluation framework

It is essential to have effective systems in place to monitor performance and progress on the ground. The active involvement of local communities and area committees in renewing their neighbourhoods will provide opportunities for regular feedback. This will be supplemented by household and user surveys and regular monitoring of statistical

data from public service providers. Improved outcomes will be measured both in terms of quality as well as quantity. This will take place within the context of that for the Kirklees Community Strategy. As well as measuring progress against Kirklees wide targets in the Community Strategy and local PSA we are also developing neighbourhood renewal indicators across the whole range of priority themes on which we can judge progress on 'bridging the gap' at the cluster and small area level. We will also try to measure the extent to which local people and providers believe the new approach to neighbourhood renewal makes a difference.

The Kirklees Neighbourhood Renewal Strategy will be flexible and responsive. It will be regularly reviewed in the light of changing circumstances and progress on the ground. In many areas we are trying to adopt a preventative approach to catch problems early. Our neighbourhood renewal communications strategy is being developed to assist in this by ensuring information flows both to and from our priority areas.

Long-term evaluation and scrutiny of the LNRS will be linked to that being developed for the Community Strategy.

Scrutiny and overview

Accountability in relation to the LNRS is a diverse and complex issue. The Council is responsible to central government for

delivering local community strategies in partnership with other organisations and local people and for delivering its own local PSA. Public sector bodies are also accountable to central government for meeting any national targets and priorities that are set. However, in view of arrangements introduced under the new local government political management structures we are developing a scrutiny role for non-executive elected members of the Council to look at how the LNRS is being delivered. These arrangements will complement the monitoring and evaluation framework set out above and link with scrutiny and overview arrangements already in place for the NRF.

PART B: KEY COMMITMENTS AND KEY OUTCOMES

1 PROVIDING SUPPORT AND INCREASING OPPORTUNITIES FOR YOUNG PEOPLE

Why change is needed	Priorities for action	Headline indicators / Key targets
<ul style="list-style-type: none"> • Young people are our future. Too many young people feel excluded from having a voice and a stake in life. • Over 20,000 Kirklees children are living in poverty • Many residents feel threatened by groups of young people with little to do and consultation consistently ranks more activities for young people as a high priority • Too many Kirklees children fall below the Government's 'floor targets' for educational attainment • There are large differences in attainment related to levels of disadvantage, gender and ethnic background • [Something about truancy and exclusion?] • Drug and alcohol problems among young people are increasing • Young people living in deprived areas are more likely to become teenage parents. • Children living in deprived areas are more likely to have health problems now and in later life. • Children living in poverty are four times more likely to have an accident within their home than children in more prosperous families • [Something about care leavers] • A high proportion of young people (65%) are unable to afford market housing and a high number of tenancies fail 	<p>Develop policies and services around the needs and priorities of children and young people</p> <p>Develop policies and services that aim to prevent problems occurring but which will also provide support if they do.</p> <p>Increase opportunities for young people at home, at work, in education and in leisure.</p> <p>Improve educational attainment – reduce the number of young people leaving school with less than the national average level of GCSE qualifications and to increase the number of 11 year olds reaching level 4 in Key Stage 2 in English and maths.</p> <p>Remove barriers to learning for excluded groups and individuals.</p> <p>Seek out the views of children and young people and give them a bigger say in decisions that affect their lives.</p> <p>Support parents in deprived areas so they can give their children a better start in life.</p> <p>Improve information and advice about drugs so that young people are better able to resist drug misuse.</p> <p>Reduce teenage pregnancies and improve support for teenage parents.</p> <p>Enable young people to successfully access housing and remain in their communities longer.</p> <p>Improving the life chances of care leavers aged 19 ...</p>	<ul style="list-style-type: none"> • 53% of Kirklees children to gain five or more A*-C GCSEs by 2004 (<i>PSA target 3 – district-wide</i>) • 84% of Kirklees children to achieve level 4 or above in Key Stage 2 English test and 81% in Maths by 2004 (<i>Community Strategy target – district wide</i>) • Narrow the gender attainment gap by 3% in the five high schools where it is currently over 10% (<i>Community Strategy target – district wide</i>) • Increase expenditure on KMC's Young People's Services to at least the national average (<i>Community Strategy target</i>) • By 2005, reduce by 3% the number of children under 5 from the 8 most deprived wards in Kirklees attending a local A&E department as a result of an accident in their homes (<i>PSA target 9</i>). • To reduce the proportion of people under the age of 25 reporting use of illegal drugs and to reduce the proportion of young people using heroin and cocaine by 25% by 2005 and by 50% by 2008 (<i>DAT target</i>). • Increase take up of housing lettings to 16-24 year olds by 6% by 2005 and with 16% more positive departures • Reduce by 15% the conception rate of women aged 15-17 by 2004. • Targets to be developed for attainment in priority areas and for seeking children and young people's views.

Building on other initiatives	Partners for change
<ul style="list-style-type: none"> • Sure Start Programmes • Children’s Fund Programme • Early Years Development and Childcare Strategy • Excellence in Cities • National Young People’s Strategy • Policy Action Team 12 – Young People • Neighbourhood Management Pathfinder Programme • SRB Programmes • Involving Young Citizens Equally (IYCE) • Youth Inclusion Programme • Kirklees Teenage Pregnancy Strategy 	<ul style="list-style-type: none"> • Calderdale and Kirklees Careers/Connexions • Primary Care Trusts • Deighton and Brackenhall Initiative • Dewsbury West NM Partnership • Drugs Action Team • KMC Education Service, Social Services, Young People’s Service and Early Years Service, Leisure • Kirklees Active Leisure • SRB Partnerships • Sure Start and Children’s Fund Partnerships • Youth Offending Team

2 BUILDING A BETTER FUTURE FOR EVERYONE

Why change is needed	Priorities for action	Headline indicators / key targets
<ul style="list-style-type: none"> • Good jobs result in increased personal wealth, better health and well being and strengthen the local economy. • The dependence on declining manufacturing industries in the local economy means that many unemployed people lack the range of skills needed to secure jobs in emerging sectors. • Jobless people living in deprived areas and from minority ethnic communities face clear disadvantages in the labour market. • People living in deprived areas are more likely to lack basic literacy and numeracy skills and have low self-confidence. • People living in deprived areas take less exercise, are more likely to die earlier or to suffer above average rates of illness. • Smoking accounts for the biggest difference in death rates between rich and poor neighbourhoods. • Communities in greatest need are the least likely to receive the health services they need. • Kirklees has a complex mix of ethnic and faith communities. There are signs of community tensions and significant levels of harassment. • People in deprived communities are less likely to access services and access to many services, buildings and public transport is limited for people with disabilities. • Local people feel that the majority of services are remote from their lives and that decisions are taken without real regard for local people. 	<p>Increase access to training and jobs to remove the barriers preventing local people from gaining and retaining sustainable jobs.</p> <p>Encouraging enterprise in deprived areas.</p> <p>Reduce the health gap between deprived areas and the rest of the country in childhood and throughout life by tackling the major killers and reducing infant mortality.</p> <p>Reduce smoking by improving access to smoking cessation services.</p> <p>Increase physical activity particularly reducing the number of people who do no activity.</p> <p>[Increase access to drug treatment programmes by ...]</p> <p>Tackle poverty and income deprivation by improving financial literacy, increasing access to benefits and debt advice, increasing access to affordable financial services and developing initiatives to reduce the living costs of people on low incomes.</p> <p>Reduce community tensions by bringing people together and using our diverse cultures as a positive driving force for change.</p> <p>Change the way services are delivered in deprived areas so they are more customer focused and better meet local needs and priorities.</p> <p>Improve access to services in outlying areas through better information about what is available and more local delivery.</p>	<ul style="list-style-type: none"> • 24% of working age population with NVQ4 (<i>Community Strategy target – district wide</i>) • 6000 adults to make progress in basic skills (<i>Skills for Life / Community Strategy target – district wide</i>) • Improve access and take up of Childcare tax credit (100% take up by eligible applicants) (<i>Community Strategy target – district wide</i>) • 500 unemployed people from priority renewal areas helped into work(<i>PSA target 7</i>) • Increase number of smokers quitting after 4 weeks with NHS smoking cessation services who are from deprived areas. • Improve health through increasing levels of physical activity (<i>PSA target 11 – district wide</i>) • Reduce community tension and develop a Community Cohesion Strategy by 2003. • 15% increase in the number of rural households within a 10-minute walk of an hourly bus service (and 33% by 2010) (<i>Community Strategy target – district wide</i>) • Reduce the number of children living in poverty in the 10 most deprived wards. • Health inequalities targets to be developed • Tackling smoking target to be developed • Tackling harassment target?

Building on other initiatives	Partners for change
<ul style="list-style-type: none"> • Welfare to Work • UK Online • Learning Partnership Local Learning Plan • Health Improvement and Modernisation Programme (HImP) • NHS Plan • West Yorkshire Local Transport Plan • Regional Economic Strategy – West Yorkshire Action Plan • West Yorkshire LSC Strategic Plan 	<ul style="list-style-type: none"> • Calderdale and Kirklees Careers • Drugs Action Team • Job Centre Plus • KMC Economic Development Services, Social services, Education Services • Kirklees Community Advice and Legal Services Partnership • Kirklees Credit Union Forum • Kirklees Racial Equality Council • Learning Partnership • NHS Hospital Trusts • Primary Care Trusts • SRB Partnerships • Voluntary Action Kirklees • West Yorkshire Learning and Skills Council • West Yorkshire Probation Service • West Yorkshire Passenger Transport Authority • West Yorkshire Strategic Health Authority • Yorkshire Forward

3 ENSURING ALL OUR NEIGHBOURHOODS ARE SAFE, HEALTHY AND CLEAN

Why change is needed	Priorities for action	Headline indicators / key targets
<ul style="list-style-type: none"> • Good levels of community safety have positive impacts on health, community cohesion as well as reaping financial benefits such as lower insurance and stable property values • Although levels of most crimes in Kirklees have fallen over recent years the number of domestic burglaries exceeds the floor target in a small number of areas • Tackling crime and the fear of crime and anti-social behaviour are consistently high on the list of priorities for local people • People living in deprived areas are more likely to have accidents in the home and on the roads. • There is considerable community concern about the effect of drug and alcohol misuse on individuals and families and the links to higher levels of crime. • Many deprived areas suffer from a poor local environment including litter, weeds, dog fouling, graffiti, fly tipping and abandoned cars. • 45% of council houses currently do not meet the decency standard. • Some housing areas are at risk of potential market failure and neighbourhood abandonment. 	<p>Make our communities safer by reducing crime and the fear of crime, and decrease the number of serious accidents in homes and public places.</p> <p>Reduce domestic violence, racist and homophobic incidents and the harm caused by them.</p> <p>Protect our communities from drug related anti-social behaviour and criminal activity.</p> <p>Improve housing and local environmental conditions so that people have affordable, warm and safe homes and can take pride in their local environment.</p> <p>Improve council housing standards through sustained investment targeted at the worst conditions and most deprived neighbourhoods.</p> <p>Reduce the risk of market failure in housing areas by exploring methods of intervention.</p> <p>Develop neighbourhood management / warden schemes – by evaluating and rolling out good practice being developed in the pilot areas.</p>	<ul style="list-style-type: none"> • Reduce domestic burglary by 21 per 1000 households (<i>PSA target 8 – district-wide</i>) • Reduce disorder incidents in targeted locations (<i>Community Strategy target</i>) • By 2005, to reduce by 10% the number of older people needing admission to hospital for more than three days as a result of an accident. • Implement Communities against Drugs Action Plan (<i>Community Strategy target</i>) • Reduce litter, weeds and mess on streets and open spaces including neighbourhood renewal areas (<i>PSA target 6</i>) • Local environmental quality indicator (litter, dog fouling, graffiti, fly tipping etc.) being piloted by DEFRA • To achieve 100% decent council homes by 2006 • Reduce the number of households experiencing fuel poverty by 1% per year. • Targets for hate crime being developed. • Drug and alcohol abuse target to be developed
	<p>Building on other initiatives</p> <ul style="list-style-type: none"> • Crime Reduction Strategy • Safer Communities Initiative • Communities Against Drugs • Urban White Paper • Neighbourhood Wardens Programme • Homezone • HImP • Tobacco Control Strategy 	<p>Partners for change</p> <ul style="list-style-type: none"> • Community Safety Partnership • Drug Action Team • KMC Housing Services, Environmental Services, Environment Unit, Leisure Services, Social Services, Highways • Kirklees Active Leisure • Kirklees Energy Services • Kirklees Neighbourhood Housing Management • Primary Care Trusts • Victim Support • West Yorkshire Police • West Yorkshire Probation Service

4 WORKING TOGETHER AND LEARNING FROM EACH OTHER

Why change is needed	Priorities for action	Headline indicators / key targets
<ul style="list-style-type: none"> • Experience shows that when local residents are actively involved in renewing their areas the chances of success are increased • A strong and diverse community infrastructure is needed to represent the interests of the many rather than the few. • There is also widespread concern about the lack of co-ordination between public service providers and often poor communication with their customers • One of the biggest challenges facing neighbourhood renewal is the cultural and organisational changes needed in the public sector to make it work • Everyone involved in neighbourhood renewal including practitioners and local residents must have the necessary support, skills and knowledge to do the job effectively • All sections of the community must be given opportunities to express views about their needs and priorities and issues of concern. 	<p>Help local people to help themselves by giving people the skills and opportunities they need to actively participate in community life and by involving them in the decisions that affect their lives.</p> <p>Empower local communities by giving local residents and community and faith groups a central role in turning their neighbourhoods around.</p> <p>Develop an effective communication strategy to raise awareness and generate commitment among the range of people and organisations with an interest in neighbourhood renewal</p> <p>Develop a skills and knowledge plan to set out actions for meeting the learning and development needs of local communities and service providers engaged in neighbourhood renewal.</p> <p>Promote mutual understanding and respect by bringing our diverse communities and cultures closer together.</p> <p>Actively involve faith communities in neighbourhood renewal and build on their experience and commitment.</p> <p>Involve ‘hard-to-reach’ groups –so that all sections of the community can have their say and become involved if they wish.</p> <p>Support community events – to help build a better understanding of each other’s cultures and problems</p> <p>[Encourage innovation through collaboration ...]</p> <p>Increase opportunities for secondments and shadowing among public service providers to help break down organizational silos, encourage cross-agency dialogue and instigate ‘cultural’ change</p>	<ul style="list-style-type: none"> • Work is currently underway to develop a range of indicators to measure social capital, community cohesion, community involvement etc.
	<p>Building on other initiatives</p> <ul style="list-style-type: none"> • The Cantle and Denham Reports • Community Facilitation Fund • Policy Action Team 9 – Community Self-help • Policy Action Team 16 – Learning Lessons 	<p>Partners for change</p> <p>All</p>

5 SKILLS AND KNOWLEDGE FOR NEIGHBOURHOOD RENEWAL: A LOCAL LEARNING PLAN

Why we need a local learning plan

If neighbourhood renewal is to be a success it is essential that everyone involved – from local community volunteers to experienced regeneration practitioners – is equipped with the right level and balance of skills to perform effectively. We also recognise the need to benefit from good practice elsewhere so we build up a knowledge of what works and avoid the mistakes of the past.

This means we must develop a comprehensive approach to community and professional development alongside a communication and information strategy that together will raise understanding and skill levels, transform individual attitudes and organisational cultures and promote new and more effective ways of working.

What we have achieved already

A considerable amount of work has already been done across the district particularly through the Huddersfield Pride and Dewsbury Challenge SRB programmes and via tenant participation initiatives run by the Council to put local people at the heart of the regeneration process. In doing this we have built on the enthusiasm and commitment of local people and developed their capacity to help renew their neighbourhoods. Examples of the key renewal skills developed in this way include community leadership and visioning, partnership working, project appraisal and monitoring and financial management.

This valuable work continues in our priority renewal areas with the help of a comprehensive community capacity building programme financed through the NRF. The approach we have adopted in these areas to identify problems and develop solutions brings together local people and key frontline public services in partnership. This in itself has helped to develop new skills and a better understanding of the difficulties faced on both sides and will result in more responsive and customer focussed public services.

[Section on what the Community Empowerment Fund (CEF) Community Learning Chests will provide]

A number of our neighbourhood renewal proposals have been deliberately put together so that in delivering an initiative unemployed local volunteers will develop knowledge and skills that will ultimately lead to jobs. These already include areas such as benefits advice, youth work and football coaching.

[Section on organisational and professional development, KMC's 'Competency framework' and KP's Board development].

The extent to which local organisations and individuals have learned and developed in the past 'by doing' should not be underestimated. Kirklees has a long history of successful multi-agency area regeneration and has been at the forefront of partnership working and community involvement for over a decade. Also, we must not overlook the significant contribution made by local residents to

neighbourhood renewal through their local knowledge and experiences. Indeed, in Kirklees, this resource was the starting point for selecting our priority areas and now forms the basis of our approach to developing

What still needs to be done

We are not complacent however and recognise that there is still much to be done. Recent changes in the way health and employment services are delivered means that many skilled practitioners have been lost to the district. The move away from targeting resources on a few deprived areas along SRB lines to a more 'mainstream', blanket approach will involve many more communities some of which have no previous experience of regeneration programmes. Also, the increasing emphasis on deprived areas in Community Strategies, Public Service Agreements and in assessing Best Value performance reinforces the need to ensure that budget setting and corporate planning processes make provision for developing the skills and knowledge needed for working in deprived areas. This applies not just to local authorities but to all public service providers.

[Section on gaps in the skills base – too few skills / too few skills and tapping in to national, regional and local 'good practice' networks]

Hard to reach groups face additional barriers – language and culture, poor access and lack of opportunity, self-confidence etc. etc.

PART C: PRIORITY AREA PROFILES AND NRF ACTION PLANS

As one of the 88 most deprived districts in the country, Kirklees has been allocated some £6.7m from the Neighbourhood Renewal Fund (NRF) for the period 2001-04. This extra funding is to kick-start improvements in mainstream services and get the renewal process underway.

For 2001-02 our NRF allocation would be directed only to the three Kirklees wards within the 10% most deprived wards nationally (Deighton, Thornhill and Dewsbury West). A total of £1.5m was committed for around 40 schemes in these wards aimed at tackling a variety of issues including extra beat 'Bobbies', improving learning and skills in ethnic minority communities and tackling drug problems

For 2002-04, the majority of our NRF resources have been earmarked for work in the six priority clusters set out below. Each area has been given an indicative allocation including an amount – known as the People's Purse - from which local people can fund their own neighbourhood renewal priorities. Instead of continuing with the 'bidding round' approach adopted for 2001-02 a more strategic commissioning process has been developed for 2002-04. This process comprises a number of stages including the creation of a steering group in each cluster to formulate proposals and develop a renewal action plan, a role for Area Committees and appraisal and approval by joint Kirklees Council / Kirklees Partnership panels. An

overview of this process is set out at Annex C.

In addition to geographically targeted interventions in our priority areas NRF is also being aimed at district-wide and crosscutting priorities. For the period 2002-04, these are likely to include the themes of tackling poverty and improving social cohesion.

A neighbourhood profile for each of our priority areas is set out below together with the NRF actions planned both for priority areas and crosscutting themes for the period 2002-04.

Fartown High School PAA Themes: Young People: crime/community safety, educational attainment, teenage pregnancy

Key actions	Who's responsible	Timescale/ Milestones	Funding and other resources	Expected outcomes
Supporting the development of a local cluster steering group for local management of NR and endorsement of proposals	Co-ordinated by NR team. Service providers, community and voluntary sector representatives on the group	October / November 2002: training for representatives; initial meeting of Steering Group. Nov / Dec 2003 – approve proposals	Supported through core Neighbourhood Renewal funding	Effective local Steering group, able to prioritise main fund and people's purse applications; providing synergy and linkages with other regeneration activity in the area.
Improve educational attainment and attendance through school based initiatives to ensure that children are ready, willing and able to learn.	Fartown Pyramid of schools	January 2003 start	Neighbourhood Renewal Fund; match funding from schools.	<ul style="list-style-type: none"> • Increased attendance • Improved attainment • Health and social benefits
To create better communication and synergy between services to ensure that fewer children and young people "fall through the net" of provision. This action focuses on prevention rather than crisis intervention for vulnerable young people	Lead partner: Kirklees Community Education and Regeneration.	Team in place January 2003	Neighbourhood Renewal Fund Match from Education, Social Services, DBI, SRB, and Connexions.	<ul style="list-style-type: none"> • Increased attendance and attainment at schools. • Enhanced parenting skills • Reduction in the number of children at risk. • Joint working procedures to avoid duplication increase service efficiency and take up • greater engagement of 'hard to reach' and disaffected families
Action to reduce teenage pregnancy- to develop young people's skills and knowledge around sexual health in a range of settings	Lead Partner: Kirklees Healthy Schools Standard (a joint health / Education initiative)	January 2003 start	Neighbourhood Renewal; Education; Health.	<ul style="list-style-type: none"> • Reduced incidence of teenage pregnancy • Sex and Relationship Education for 85 professionals • New multi agency / community forum.

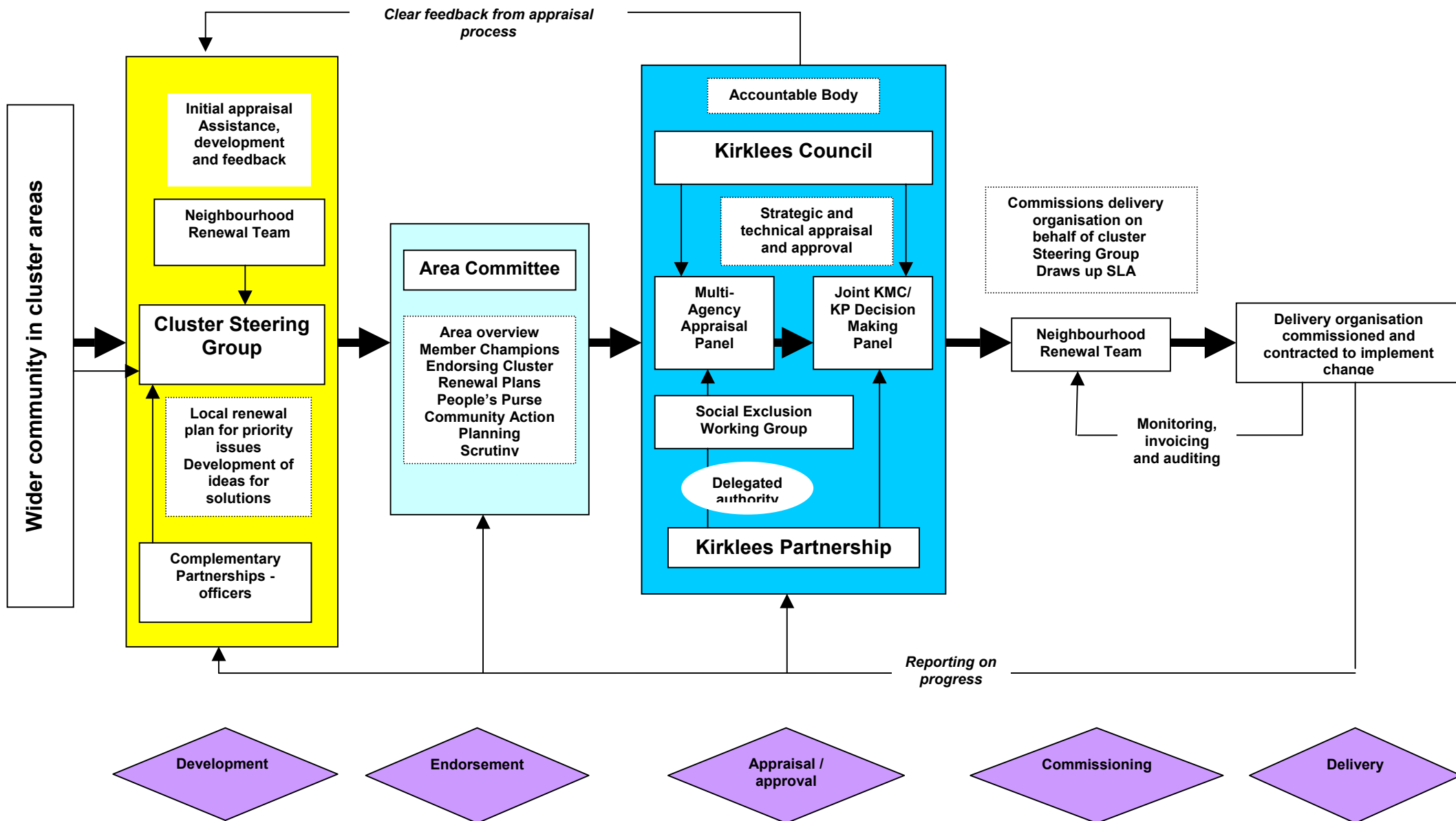
Annex A

NEIGHBOURHOOD RENEWAL 'FLOOR TARGETS' AS SET OUT IN THE GOVERNMENT'S SPENDING REVIEW 2002¹

Issue	Target
Economy and jobs	Over the three years to spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.
	Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into business, (ii) an improvement in the overall productivity of small firms and (iii) more enterprise in disadvantaged communities.
	By 2004, increase the employment rates of people with disabilities, lone parents, ethnic minorities and over-50s, and narrow the gap between these rates and the overall rate.
Crime	Reduce crime and the fear of crime: improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership areas and the best comparable areas; and reduce: <ul style="list-style-type: none"> - Vehicle crime by 30% from 1998-99 to 2004; - Domestic burglary by 25% from 1998-99 to 2005; - Robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005; and maintain that level.
Education	Increase the percentage of pupils obtaining five or more GCSEs at grades A*-C, with at least 38% to achieve this standard in every LEA by 2004.
	Between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at Grades A*-C rises by 2% each year on average and in all schools at least 20% of pupils achieve this standard by 2004 rising to 25% by 2006.
	Raise standards in Secondary Education so that by 2004 75% of 14 year olds achieve level 5 or above in English, maths and ICT (70% in science) nationally and by 2007 85% (80% in science), and by 2007, the number of schools where fewer than 60% of 14 year olds achieve level 5 is significantly reduced.
	Improve standards in primary education so that 85% of their 11 year-olds at level 4 or above in English and mathematics by 2004 and by 2006, the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced.
Health	By 2010 reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth.
	Improve life chances of children, including by reducing the under-18 conception rate by 50% by 2010.
	Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40%, and the number of children killed or seriously injured by 50%, 2010 compared with the average for 1994-98, tackling the significantly higher incidence in disadvantaged communities.
Housing	By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups.
Environment	Improve air quality in the most deprived areas by meeting the National Air Quality Strategy targets for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene, in line with dates set out in the Strategy.
Rural areas	Reduce the gap in productivity between the least well performing quartile of rural areas and the English median by 2006, and improve the accessibility of services for rural people.

¹ In addition to targets set out above for the most disadvantaged areas further floor target s relate to regional growth in gross domestic product and to the recycling and composting of household waste across the UK.

NEIGHBOURHOOD RENEWAL FUND – OVERVIEW OF COMMISSIONING PROCESS



MEMBERS OF THE KIRKLEES PARTNERSHIP

Central Kirklees Primary Care Group
Connexions
Dewsbury College
Dewsbury NHS Trust
The Dewsbury Partnership Ltd
Diocese of Wakefield
Job Centre Plus
Government Office for Yorkshire and the Humber
Huddersfield NHS Trust
Huddersfield Pride Ltd
Huddersfield Technical College
Kirklees Federation of Tenants and Residents Associations
Kirklees Metropolitan Council
Kirklees Racial Equality Council
Learning and Skills Council West Yorkshire
Mid Yorkshire Chamber of Commerce
North Kirklees Primary Care Group
South Kirklees Primary Care Group
TUC
University of Huddersfield
Voluntary Action Kirklees
West Yorkshire Passenger Transport Executive
West Yorkshire Police
West Yorkshire Probation Service
West Yorkshire Strategic Health Authority

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Neighbourhood Renewal Strategy

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