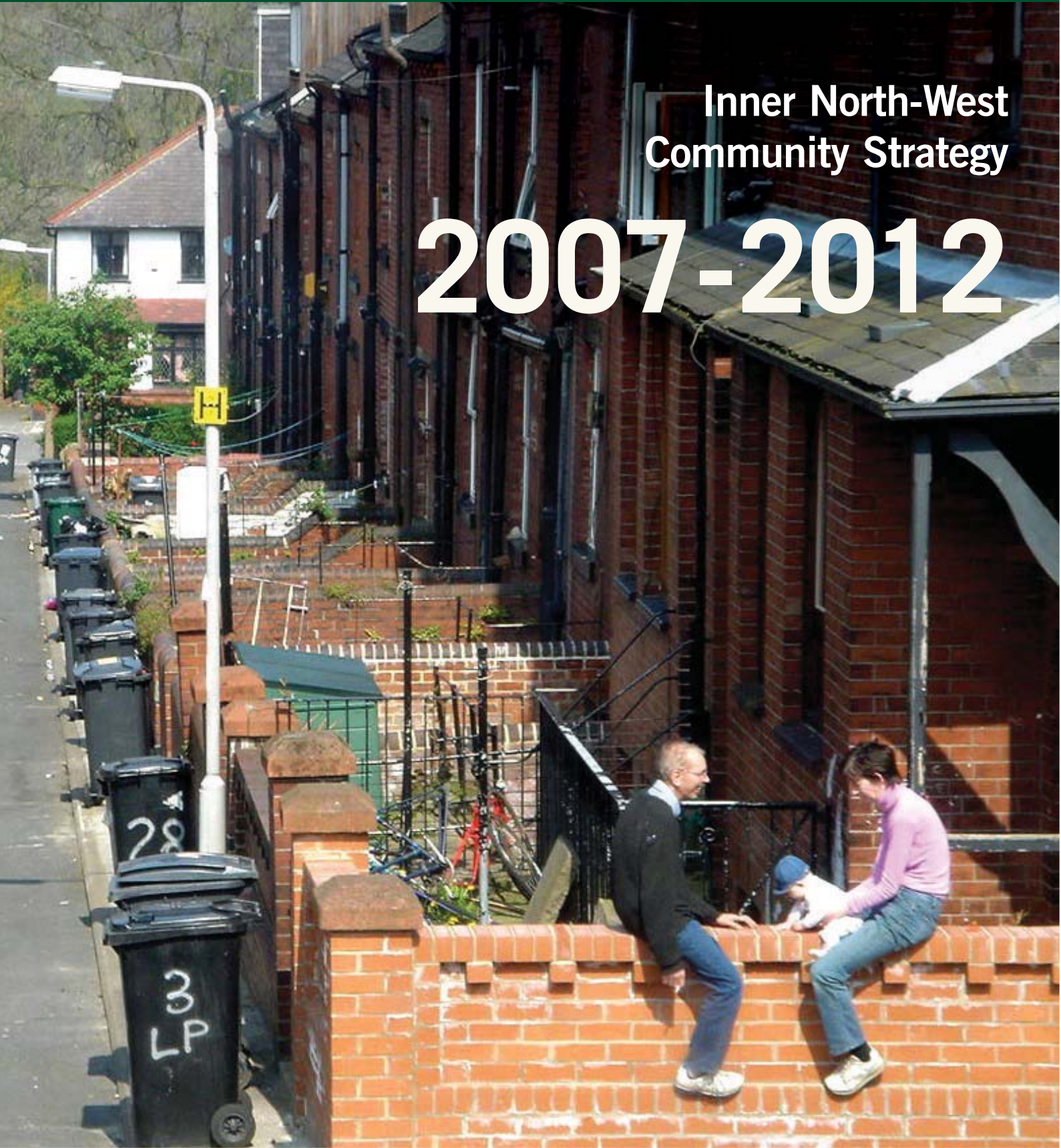




UNIVERSITY OF LEEDS

Inner North-West  
Community Strategy

2007-2012





“Our strategy will remain dynamic and will adapt and change through a continuous dialogue with our community partners.”

# Foreword

by the Vice-Chancellor, Professor Michael Arthur

Welcome to the University of Leeds' Inner North-West Community Strategy which sets out our current work and future plans with our local communities. It has been put together with extensive input from our neighbours and stakeholders in the city, who have helped to shape and define its priorities. Partnership in both the construction and the delivery of this strategy is essential and we at the University look forward working together to enhance our local communities.

We recognise that, as a major employer of 7,800 staff and host to over 32,000 students, we have a marked impact on local communities. Whilst our contribution to the city and region is overwhelmingly positive, well-documented tensions exist in areas of the city most densely populated by students. In response, we were the first higher education institution in 2000 to develop a Community Strategy to manage the University's impact more effectively. Our new strategy aims to build on our position as leader in the field of community relations and sets out our ambition to make a valued and significant contribution to the local community.

Through consultation with our community, three key themes have emerged and under these headings the action plan will deliver a range of programmes, projects and policies. Communication was identified as the top priority and we will facilitate better two-way dialogue with our local communities and improve the way in which we communicate our activities and priorities. The numbers of students living in the city continues to have implications on the social and economic structure of the communities within Inner North-West Leeds (Headingley, Hyde Park, Woodhouse and Burley). In response we will further develop our work to integrate our students as active members of the communities in which they live. Finally, the University has at its disposal a breadth of physical and human resources which are currently available to our neighbouring communities and through this strategy we shall ensure that these resources are publicised and fully utilised by those who can benefit from them.

Whilst our community engagement activity encompasses programmes which make a positive contribution to communities across our city and region, this strategy is primarily focused on Inner North-West Leeds, due to these communities being the home to the majority of our students. The University's commitment to engaging with our local communities is not confined to this strategy alone. Further activity is outlined in the University's Widening Participation, Knowledge Transfer, Transport, Sport and Environmental strategies, which together are making a vital and invaluable contribution to our city and region.

We are very proud that Leeds University Union fully endorse the aims of this strategy and are engaged in the delivery of the action plan. The strategy also complements and adds value to not only the University's strategy but to the broader strategic aims of the city and region.

We have set in place an ambitious vision for the University of Leeds to become one of the world's top 50 universities. This world-class aim is not limited to research and teaching but the very values and ethos of our organisation in which the enrichment of society at the local level is a key theme. Additionally, our commitment to providing an exceptional student experience extends beyond the campus to the social development of our students in the communities in which they live. Through our core values of community, integrity, inclusiveness and professionalism we seek to work with our neighbours in mutually beneficial partnership.

Our strategy will remain dynamic and will adapt and change through a continuous dialogue with our community partners. I wish to thank all of our staff, students and community partners who work to support others. Your valued contributions help define our values and our aspirations as well as providing essential support to many local people.

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Foreword by the Vice-Chancellor

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(left) Stephen Farey Capture the Community photo competition

(right) Snow Bound activities for young carers, Harehills Regeneration Programme



# 1 Remit of the Inner North-West Community Strategy

## 1.1 Key themes of the Strategy

The University of Leeds' Inner North-West Community Strategy sets out our commitment to work effectively and to the mutual benefit of our neighbouring communities. This strategy sets out our ambition to make a sustained and valued contribution to our local communities and will steer the University's engagement for the next five years.

The three key themes which follow form the core of this strategy and include open and transparent communication, actively promoting community cohesion and matching resources to community priorities. These three themes will involve the continuation of existing projects and programmes as well as the development of new initiatives.

### 1.1.1 Communication

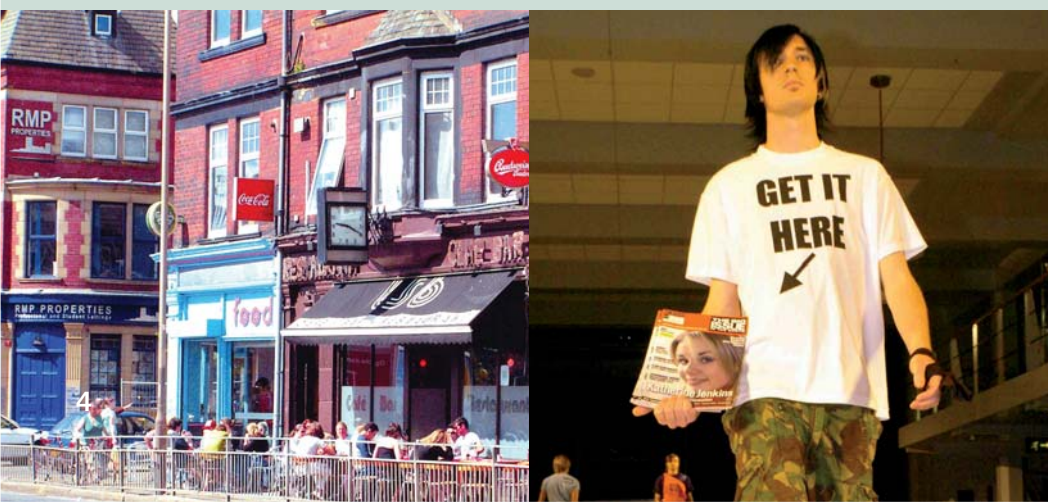
Effective two-way communication emerged from the public consultation as the priority theme. This represents both the dissemination of information from the University to the local community and the inward flow of information from the community. This strategy seeks to close the gaps, improve effectiveness and avoid duplication of communication methods.

### 1.1.2 Cohesive Communities

Inner North-West Leeds is home to over 17,500 students and in some wards, such as Headingley, students account for over 50% of the population. This demographic change has profound implications on the local economy, community and amenities, including the housing stock. Tensions between the longer term local residents and the student population are well documented. Our goal is to develop programmes, policies and activities to further support the integration of students as active citizens in the communities in which they live.

### 1.1.3 Matching Resources to Needs

The University of Leeds is a major provider of cultural, educational and sporting facilities and resources many of which are available to the broader community. Through auditing facilities the University will provide a comprehensive guide to accessibility. It is equally important to ensure that the broader community have an opportunity to promote their facilities and resources to the staff and students at the University to further support community interaction. Our goal is to open up access to our campus and enable local people to benefit from the University's resources.



(left) Fashion design project with homeless people, Leeds University Community Initiative

(far left) Edward Aitken, Capture the Community photo competition

# 2 Background and Context

The University of Leeds is one of the most popular Higher Education Institutions in the UK. Our size and international reputation enables us to offer one of the widest ranges of academic courses. The City of Leeds is home to two of the country's largest universities, and students represent approximately 7% of the city's total population.

We have produced a strategy map, stating our vision, purpose and values and a clear means of implementation. Our core values of community, integrity, inclusiveness and professionalism are embedded in all our community engagement work.

We were also the first University to publish a public-facing Housing Strategy in 2004. The strategy outlined the University's policies and practice on housing and addressed a broad range of issues concerning the University's own student accommodation. The Housing Strategy has recently been reviewed to take into account the views of the community and to clarify the University's position in relation to the Private Rented Sector. The Inner North-West Community Strategy and Housing Strategy have been designed to complement one another.

The popularity and growth of the University over the last twenty years is intrinsically linked to the economic growth of the city, West Yorkshire and the broader region. However, we recognise that some residents of Leeds have yet to share in the benefits of this growth. We are committed to our contribution to Leeds Initiative, the strategic partnership for the city, which sets out the long-term plan for Leeds' ongoing economic, cultural, technological and environmental development. We actively support the *Vision for Leeds 2004-2020* in both 'Going up a League' and 'Narrowing the Gap'<sup>1</sup>.

<sup>1</sup> The Vision of Leeds II, aims are:

- Going up a league as a city – making Leeds an internationally competitive city, (one of) the best places in the country to live, work and learn, with a high quality of life for everyone.
- Narrowing the gap – between the most disadvantaged people and communities and the rest of the city.
- Developing Leeds' role as the regional capital – contributing to the national economy as a competitive European city, supporting and supported by an increasingly prosperous region.

The aim of going up a league cannot be achieved in isolation of the other two aims of Vision for Leeds, and none of the aims will be achieved independently of each other. A thriving city means a city in which all residents can share in its success. Therefore, we cannot succeed in "going up a league" without "narrowing the gap".



“The strategy made three key recommendations in response to the growth in the number of students living in the areas close to the University.”

(left) Jose Closs, Capture the Community photo competition

## 2.1 The 2000 Community Strategy

The University of Leeds was the first Higher Education Institution to implement a Community Strategy in 2000. The strategy made three key recommendations in response to the growth in the number of students living in the areas close to the University.

### Recommendation 1 – Appointing Community Relations Officer

Appointment, in partnership with other agencies, of a full-time Community Relations Officer to help address the problems associated with the high percentage of students resident in the neighbouring communities.

#### Action

The University of Leeds and Leeds Metropolitan University jointly appointed a Community Relations Officer in 2000. Since 2002 the post has been solely funded by the University of Leeds. The role has evolved to become a broader and more strategic position; encompassing working with the local community and developing University policy and responses relating to community issues ranging from housing, the private rented sector, social engagement and sustainable communities.

### Recommendation 2 – Establish a Neighbourhood Helpline

Establishment of a joint Neighbourhood Helpline facility with Leeds City Council to act as a single point of contact for issues raised by members of the community.

#### Action

The Neighbourhood Helpline was introduced in 2000 as a joint initiative between Leeds City Council and the two Universities and it remains central to our work. The annual reports we produce help to quantify the key issues and trends in community concerns. Between 2002 and 2006 the Helpline was funded solely by the University of Leeds and was only able to address issues pertaining to University of Leeds students, which represented under a third of the calls received. In 2006 Leeds Metropolitan University resumed funding of the Helpline which is currently managed by both institutions.

### Recommendation 3 – Strengthening the Complaints Procedure

Strengthening of the existing complaints procedure and making it more widely available.

#### Action

The debate regarding the roles and responsibilities of universities in relation to student behaviour off-campus continues to be an extremely complex issue in the higher education sector. There is no guide for best practice and each institution tackles the matter differently. The University of Leeds has discussed the issues widely within the sector and has also sought legal advice and guidance in defining the institutional position.

As a result the Neighbourhood Helpline has been re-launched alongside this strategy with clear guidelines and clarity of our position. This also involves diagrammatic representation of the complaints process as well as a code to which all students are obliged, through registration at the University, to adhere to.

(right) Stefan Timphus, Capture the Community photo competition  
(far right) Herd Farm challenge, Corporate Social Responsibility Programme



## 2.2 Development since the 2000 Strategy

Over the last seven years the University has continued to expand, develop and innovate, adapting proactively to the community engagement agenda which is now of significant national interest. We have remained at the forefront of discussions and are still considered leaders in this field, often used as exemplars of best practice and supporting other universities to develop their own strategies. The University has been placed at the forefront of community engagement in a recent Universities UK report *“Studentification”: A guide to opportunities, challenges and practice*. The University was recognised as a model of good practice in developing and implementing innovative practice, in partnership with local authorities and communities, to address the issues of concentrated student numbers in towns and cities.

Access and Community Engagement (ACE) was established in 1995 as the City and Regional Office. Although the remit and scope have expanded considerably since its inception, the focus of its work is the City of Leeds and the region. ACE both delivers activity and acts as a broker to help develop partnerships between the broader University and the city.

The University's current community engagement programme covers a breadth of activity including volunteering in local schools and the community (involving over 1000 volunteers per year), work to minimise the impact of student changeover, improving student safety and crime rates in Inner North-West Leeds by ensuring students are not victims of crime and mediation in the event of tensions between students and other residents.

The University works closely with our colleagues at Leeds University Union (LUU) on matters which are of key importance to their student members. LUU's endorsement of the content of this Strategy and action plan shows a clear statement of commitment to supporting the University to address issues of concern from the student body and our local communities.

LUU will be publishing its own Community Strategy in 2007 ensuring that students are represented in all key areas of their life at University. This will be underpinned by recognition that a working relationship with the University, through Access and Community Engagement, on all community matters will achieve the best possible outcomes for their student members. A number of the key initiatives will indeed be directly led and supported by LUU, these will also seek broad external stakeholder working and to celebrate the contribution our students can make to the region.



(left) Street Jamz community streetball tournament, Harehills Regeneration Programme

(far left) Emma Bohan, Capture the Community photo competition

# 3 The strategy

The University is committed to maintaining and developing the good relations which we have established with our neighbouring communities. We have a strategic commitment, evidenced by the inclusion within the University's strategy map the key theme “to contribute to the enrichment of society on a local to global scale”.

It is of equal importance that the University works at a grassroots level within the community. Through a broad range of projects, events and activities the University wishes to continue to expand and develop its role and profile. Activity will continue to address problems associated with crime, noise and the local environment. Additionally, we will also increasingly develop broader relationships to raise awareness of the opportunities to benefit from the resources, facilities, research and teaching that the University provides.

Community engagement is, therefore, more than just delivering projects aimed at improving perception and reducing the impact of high student numbers. Our community engagement commitment is to enter a genuine two-way dialogue with our local communities to raise awareness of opportunities as well as listening to, and challenging the community to inform the University of priorities and issues as well as innovative new ideas to support, enhance and develop our community engagement programme.

The University of Leeds undertook a major public consultation involving a cross-section of our local communities<sup>2</sup> to identify the key priority issues and aspirations in the local community from which an action plan could be developed. The consultation included a community questionnaire, eight consultation workshops held in venues within Inner North-West Leeds and a photography competition to capture perceptions of the local area. Through our consultation we were able to gather the views of a broad range of our stakeholders including staff, students, faith groups, community organisations, statutory organisations and other education providers.

The action plan which follows, sets out the actions which the University shall undertake under the three key areas of Communication, Cohesive Communities and Matching Resources to Needs. The action plan builds on our existing community engagement programme enhancing and filling any gaps in activity. Partnership is essential in delivering all three of these key themes and the action plan draws upon existing and new partnerships with key stakeholders such as the police, Unipol, Primary Care Trust, the North-West District Partnership and LUU. Of course this strategy cannot be delivered without the community itself and the numerous groups and organisations that strive to protect and enhance our neighbourhoods. The reference numbers which appear in the text that follows refer to the action point within the Action Plan.



(left) Soman Nandy, Capture the Community photo competition  
(right) Sam Hilton, Capture the Community photo competition



<sup>2</sup> For the purpose of this consultation the local community was defined as the population of the Inner North-West area of Leeds, in order to align our strategy with the administrative boundary used by Leeds City Council and represents the area which houses the highest student population in the city.

### 3.1 Communication

Improving communication with our students, staff and external stakeholders is the primary aim of this strategy. This section of the action plan incorporates a number of actions which will enable the University to more effectively manage its communications and ensure the University develops its programmes, projects and policies in response to local priorities and concerns. Central to this is the development of a communications plan (A1). The University will undertake an audit of its communications, both internal and external and close any gaps identified, improve effectiveness and avoid duplication.

The University is currently involved in a number of working partnerships with key stakeholders from across the region, from strategic decision making groups such as Leeds Initiative to local grassroots community groups, to affect positive change in Leeds and the wider region.

Leeds Initiative is the key multi-agency vehicle for delivering the city's twin objectives of 'going up a league' and 'narrowing the gap'. A world class University has a critical role to play in both of these intertwined objectives recognising that one cannot be achieved without the other.

The University is represented by the Vice-Chancellor on the Executive Board and other staff ensure our input to all eight strategy groups across health, economy, environment, learning, transport, children, culture and harmonious Leeds.

The University is represented at the local level on the North-West District Partnership and we are a key partner in delivering their strategy. Through partnership the University will continue to support the delivery of activity and policy across the key areas of culture, economy, environment, harmonious communities, health and well-being, transport, learning and thriving places. The recent appointment of a Community Policy Officer, shall ensure the University will continue to contribute to Inner North-West Leeds through representation at local meetings

such as the Headingley Forum, Shared Housing Group and Student Changeover Planning Group (A5, A6).

The majority of our students move out of University accommodation to live in the private rented sector in their second year of study. To ensure that our students have access to good quality affordable accommodation and ensure that our students are harmoniously integrated in the local community, the University is represented on both the Shared Housing Group and the Private Rented Sector Strategy Group, the two strategic groups in the city with a remit which includes student housing and student housing-related matters. The University is a key partner, using both groups as a vehicle for two-way communication on housing and community issues. The University is also leading on many of the actions included within the Shared Housing Action Plan. Following the publication of this strategy and the Housing Strategy, the University will also be providing regular updates on the progress at future meetings of both groups.

Communication with our external stakeholders will be achieved primarily through the introduction of an annual Community and Housing Forum (A3) to discuss broader city strategies, community concerns and University policy. The forum will be open to any community group or individual wishing to engage with the University and will help to define new priorities and activities.

Alongside the forum, the University will introduce an internal Community and Housing Steering Group (A2) to oversee the implementation of both this strategy and the Housing Strategy, develop policy, action new projects and respond to external developments. Representation of the group is drawn from key internal stakeholders including Residential and Commercial Services, Access and Community Engagement and LUU.



“ It is of equal importance that the University works at a grassroots level within the community. Through a broad range of projects, events and activities the University wishes to continue to expand and develop its role and profile.”

(left) Carnival Cats, Leeds West Indian Carnival Project

It is recognised that many local residents may not directly interact with the University and therefore an annual meeting will be held with local councillors to discuss emerging issues and priorities for the local community. As a result new projects will be devised to address the councillors' key concerns as voiced by the wards they serve (A4).

The University will also develop its key communications media to improve the flow of information to a wider section of our stakeholders. The University will produce a quarterly e-zine and develop its community web pages to provide concise information regarding University policy and strategy, (A7, A8) opportunities for staff and students to engage and integrate in neighbouring communities as well as promote University events, resources and facilities accessible to the public.

Public engagement (A10) is a key development that is central to current thinking by both the Government and the Higher Education Sector. There is a growing demand for research, teaching and outreach activity by universities to be informed through consultation with the broader public. The University of Leeds has embraced this agenda and is seeking to formalise the structures that support staff in sharing their work with the public as well as seeking public opinion in the formulation of new research to answer key societal problems. From National Science Week in which leading academics deliver exciting experiments to young people to enthuse them about science to people who suffer from health problems helping to define the future of the Health Sector services, the public are increasingly engaging with the University. Public engagement over the coming months will become a strategy in itself.

Communication necessitates a genuine two-way dialogue and our local communities will have a voice and steer in the continual development and improvement of our partnership work. Through raising concerns, offering solutions, identifying opportunities and partnerships we will seek to utilise the skills and expertise of our local community to affect positive change.

### 3.2 Cohesive Communities

The University works with multi-agency partnerships to support both students and the local community. The University shall build on our existing programme of activity, in partnership, with other key organisations in the city, to further support the integration of our students as active citizens in the communities in which they live. The University's role is to advise, guide and educate our students regarding the impact which they have on their host communities and support their involvement and engagement with the wider community.

The University and LUU collectively support over 1,500 student volunteers to work on a broad range of projects to aid their integration and active participation in the local community, whilst providing an invaluable service to many local people. The range of projects is testimony to the creativity and diversity of the skills of our staff and students who give up their time to support the city and its people.

Volunteering includes the 450 strong educational outreach programme, through which students act as one-to-one mentors, tutors, classroom assistants or out-of-school activity co-ordinators. In 2005/6 the schools programme generated over 27,000 hours of volunteering time. The core programme is continually evolving to respond to the changing requirements of the organisations we support. This is demonstrated by the Refugee Support Network, a project developed in response to the need for English language support in Leeds schools. The project engages international and foreign language student volunteers to support local children to integrate into the classroom. This programme was expanded through support from the Home Office and was awarded the accolade of 5 star beacon status.

The impact of the volunteering programme cannot be overestimated and is perhaps best understood through individual examples. Ben Spiers volunteered at the City of Leeds School working with a young person who had been excluded and was in danger of not sitting his GCSE exams. Through Ben's support he coached and befriended his mentee helping him back to school and through his exams. His mentee went on to study at sixth-form. Ben was awarded the outstanding volunteer award



(left) Ross Ceaton, Capture the Community photo competition  
(far left) Clive Griffin, 1st prize Capture the Community photo competition

in 2005/6 from the Higher Education Active Community Fund.

Over 500 students also volunteer through Action at LUU and engage in a diverse programme of activities supporting many hard to reach groups. From day trips for young disabled children through to attending local care homes to befriend the elderly, students provide a vital community service. It is also well known that RAG, LUU's official fundraising body, raise over £100,000 every year through student-led charity events, street collections and projects, to support local charities.

To further support our students' integration and active participation in the communities in which they live, the University introduced a community grants scheme, Leeds University Community Initiative (LUCI), in 2003 to provide students and staff with the opportunity to develop their own specialist volunteering projects in partnership with and to benefit the local community (B11).

To date the LUCI has supported 594 volunteers to engage with over 3,100 beneficiaries in a range of experimental and risk-taking ventures and encourages the applicant to put innovative ideas into practice. Grants of up to £500 are awarded to projects that will benefit deprived communities or have an emphasis on promoting and developing good community relations in Inner North-West Leeds. The scheme recognises that students, staff and the local community have untapped skills, hobbies and ideas and through providing training, advice and financial support LUCI has helped 30 diverse projects come to fruition.

Outdoor weekends, DJ workshops, youth theatre, fashion design with the homeless and a community café represent just a flavour of the breadth and innovation of the projects. The scheme has supported activities across culture and the arts, environment, health, sport and education. The range of beneficiaries includes homeless, refugees, elderly, young people and minority ethnic groups.

LUCI is now well known, both within the University and in the local community. A beacon project, Street Vibes, exemplifies the unique skills and enthusiasm applied by the volunteers. Leeds Student Radio and Community

Action volunteers worked with a group of young people referred by Social Services. A course of radio and media workshops introduced young people to the technical skills required to work in broadcasting. They aired a live radio show and were all given a CD of their work. Projects like this not only equip young people with skills but also help to break down social barriers and perceptions of higher education.

Whilst the majority of the volunteering activity takes place in the areas in which students live the University has increasingly sought to play a larger role in supporting the regeneration of the more deprived wards of the city. For example, Culture Kids is a hard hitting collaborative project between West Yorkshire Police, the University and other businesses in the city tackling the harsh reality of race-hate crime. The initiative is aimed at Year 6 pupils attending primary schools in hot-spot areas across Leeds, with the aim of reducing instances of race-hate crime. Workshops led by volunteers from the University aim to challenge stereotypes and give the young people a greater awareness of other cultures. Volunteers from a variety of cultural backgrounds have participated in the project, delivering interactive activities including: sushi making and tasting, decorating a model house for Chinese New Year, origami and jewellery making. Although the project tackles a very serious issue, volunteers and pupils alike spend their time exploring the subject matter in a thoroughly enjoyable and memorable way (B13).

Clean, visually attractive, safe and healthy neighbouring communities are of importance to the University, our students and local residents alike. The University is involved in a number of initiatives which are essential in planning for student arrival and departure and cover a spectrum of issues including crime reduction, safety, health and well-being, minimising environmental impact and integration into new communities.

The Up Your Street (UYS) environmental programme was set up in 2002 in response to students desire to improve the environment of Inner North-West Leeds and build safe and attractive spaces for both local residents and students alike. UYS is a collaborative project delivered by the University of Leeds, LUU and Community Action Leeds Met. It involves a diverse range of environmental projects such as clean ups, graffiti

(right) Joshua King, Capture the Community photo competition



## NEIGHBOURHOOD HELPLINE

24 hour voicemail service:  
**0113 343 1064**  
[neighbourhood.helpline@leeds.ac.uk](mailto:neighbourhood.helpline@leeds.ac.uk)  
 For more information about the service go to: [www.leeds.ac.uk/nhelpline](http://www.leeds.ac.uk/nhelpline)

removal, legal graffiti walls, recycling and the annual 'Bargain Hunt' in which students sell or donate clothes, books and other goods at a public fair in Hyde Park. Up Your Street is jointly funded by the University of Leeds and Inner North-West District Partnership and has won numerous civic pride awards and is now integrated in the North-West District Action Plan (B12).

The University is undergoing an assessment of charitable giving which aims to improve co-ordination and impact of fundraising activity across the institution (B2). The aim of this initiative would be to provide an institutional charitable purpose to bring together staff, students and the local communities to work together to support selected good causes.

The city and region has been at the forefront of interfaith interest following the tragedy of the London bombings. The University is well positioned to lead a debate and dialogue between different faiths and cultures and is considering the viability and benefit of implementing an interfaith steering group to promote understanding and tolerance both within the University as well as through engaging with local communities (B1).

Changeover in September and June brings many challenges to the city. The University is actively involved with the Student Changeover Planning Group formed in spring 2006 to manage this process and minimise the impact on the communities within Inner North-West Leeds. The University together with key statutory organisations, local residents and landlords are tackling issues including: refuse collection, noise, fly-posting and leafleting, irresponsible drinking and nuisance promotional vehicles (B10).

High levels of crime, particularly burglary and theft, are synonymous with areas of high student density. These are crimes perpetrated against the community and students rather than by students themselves. The University is a key partner on the Leeds Universities Crime Reduction Partnership, working to improve students' personal safety, reduce burglaries, encourage safer drinking and reduce anti-social behaviour and ultimately reduce crime rates in Inner North-West Leeds. The partnership works collaboratively to deliver and support a number of crime reduction and safety

initiatives throughout the year (B7).

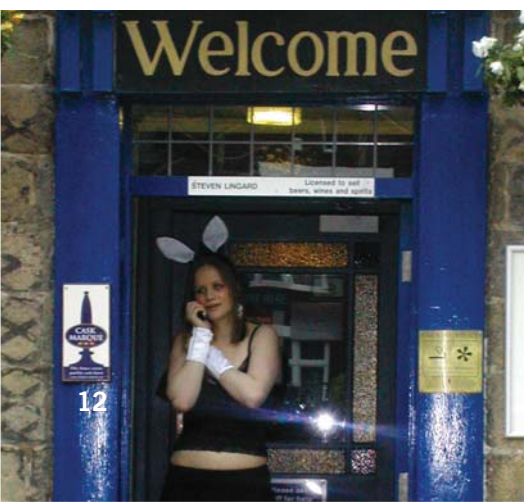
A number of initiatives are tied into the arrival of our first-year students, many of whom are newcomers to the city and have limited knowledge about crime or safety. The 'Walksafe' initiative involves patrols by mounted officers on the A660 Otley Road to create a safe corridor for students travelling from the University and their homes.

Campus Watch was launched in January 2005 with the aim of promoting awareness of crime prevention and personal safety amongst students living in University accommodation. The initiative has been extremely useful as a tool for promoting awareness of topical issues such as burglary, vehicle crime and robbery.

Staff from across the University were engaged and gave their support to Leeds Primary Care Trust in the development and production of the Leeds Student Health Needs Assessment. The report identifies a range of specific health issues relating to our students and the communities of North-West Leeds more broadly. The health issues highlighted as a priority for the PCT include access to health services, mental health, sexual health, smoking, alcohol and drugs and physical activity and nutrition. The University shall continue to support Leeds Primary Care Trust through delivering and supporting a number of the recommendations in the report to promote student and the local community's health and well-being (B8).

The University recognises that we have a marked impact on local communities and that tensions inevitably exist in those areas of the city most densely populated by our students. To resolve any tensions which may occur, the University, in partnership with Leeds Metropolitan University, operates a Neighbourhood Helpline service to mediate and provide information on the agencies available to tackle individual problems. The Helpline is a 24-hour dedicated voicemail and email service (0113 3431064 or [neighbourhood.helpline@leeds.ac.uk](mailto:neighbourhood.helpline@leeds.ac.uk)) and is available to both students and local residents, to raise issues of concern or to simply make contact with both institutions regarding their surrounding environment and the communities in which they live (B5).

The Neighbourhood Helpline is neither an emergency service nor a replacement for the support provided by



(left) Shin-Yuw Lu, Capture the Community photo competition

(right) Street Vibes radio and media skills workshops, University of Leeds Community Initiative (LUCI)



Leeds City Council Environmental Services and West Yorkshire Police. However, Helpline staff give their full co-operation and work alongside these statutory organisations as and when required, to resolve any matters arising.

The Neighbourhood Helpline seeks to mediate and resolve issues including: uncollected refuse, neglected gardens, noisy neighbours, illegal parking and other environmental problems. The University takes these matters very seriously and will continue working towards alleviating these in Inner North-West Leeds.

To clarify the University's role and responsibilities with regards to students living in non-University accommodation the University has produced a Neighbourhood Helpline Code. The Code outlines the University's procedure in the event of receiving a complaint to the Helpline and as a University Code of Practice students are required to engage in the process as a condition of their admission as part of their Student Contract.

The University, in partnership with LUU, will continue to seek out and implement initiatives to support and encourage students' integration and active citizenship. Two publications which will be developed with this aim are a Community Guide (B3) and a Community Directory (B4). The guide will provide students with all of the necessary information to aid their transition to the Private Rented Sector and live harmoniously within their host communities. The guide shall inform students of the diverse communities in which they live, what they should consider when living in the wider community and ways in which they can interact and get involved i.e. community events and facilities. The Community Directory will provide students with key information on all areas of the city, including social and recreational facilities, crime statistics and transport links to encourage more informed decisions on the diverse areas of the city. In addition the University shall investigate the potential to offer all first year students the opportunity to participate in a module on citizenship (B6).

It is increasingly understood that organisations cannot act in isolation when dealing with the many issues regarding students living in the community. The University shall work in partnership with among others

the police, Primary Care Trust, and the District Partnership to tackle issues which not only affect our students but the wider communities of Inner North-West Leeds (B8/9/11). Our work with the Universities' Crime Reduction Partnership will not only protect our students from being victims of crime but reduce the overall crime rates within Inner North-West Leeds, our work with the PCT will not only ensure that students health and welfare is catered for but that the wider community have access to the health resources they require and our work with Area Management shall ensure that student changeover is managed more effectively to lessen the impact on the community and to ensure our students feel welcomed to the city.

### 3.3 Matching Resources to Needs

The University occupies a site covering approximately 98 acres in the City Centre and has a wealth of cultural, educational and sporting facilities. To quantify this further, the Roger Stevens Building includes 25 lecture theatres, our library houses 2.782m books, 9,500 printed and online periodicals and is home to internationally significant collections including a first folio edition of Shakespeare's work, the campus has 9,000 personal computers, state-of-the-art sports and fitness facilities, the Refectory has been a major music venue in the city since the 1960s and the University has one of the finest chamber music venues in our region (Clothworkers' Centenary Concert Hall).

The University of Leeds has a proud cultural heritage from its historic buildings, museums, galleries and performances to its extensive sports and leisure facilities. The University is represented strategically on the Leeds Cultural Partnership Board to promote and support the cultural development of the city. Many partnership projects have been developed with amongst others Leeds Museum and Galleries, Opera North and Royal Armouries.

The University has numerous cultural and sporting assets which are open freely to the public to take advantage of. Our indoor and outdoor sporting facilities including a state-of-the-art fitness suite, climbing wall,



(left) Bargain Hunt table top sale, Up Your Street

(right) Edward Aitken, Capture the Community photo competition



5-a-side and squash courts and playing fields to mention only a few. The University's cultural assets include music concerts, plays, art collections and special book collections. In addition the University hosts many public lectures and seminars on a broad range of subjects and interests. All are frequently accessed and utilised by local schools, individuals and community groups.

Our local communities will also be able to take advantage of two major new facilities currently being developed on campus. A brand new, state-of-the-art, public-licensed theatre complex, featuring a 180-seat main auditorium - *Stage One* and an 80-seat 'black box' - the *Alec Clegg Studio* is currently being constructed to mark the School of Performance and Cultural Industries return to the main campus in the summer of 2007 within a landmark £5 million building. City residents will also have access to the University's new £9.7 million swimming pool, health and fitness complex, which will be completed in 2009. The University will be working with local schools, community groups and the council's swimming development team to make sure the new pool is accessible for all.

To ensure that the University's resources are maximised and utilised by our local communities we shall undertake an audit of all facilities and resources and publicise a comprehensive availability guide and how they can be accessed (C1).

2007 marks the 800th anniversary of the City of Leeds. As part of the city-wide celebrations, the University of Leeds is involved in a programme of cultural activities including: talks, an awards ceremony celebrating the achievements of individuals and organisations in the city and a day of medieval themed events.

We are also looking to support and enhance the city's key cultural resources. We have entered into a ground-breaking partnership with Opera North to build, challenge and forge connections between the arts and contemporary society. Over the next four years, the collaboration will comprise a broad range of activities including; research, new projects, productions, conferences, educational outreach programmes, internships and student placements.

The University also has a significant human resource. We are the third largest employer in West Yorkshire with over 7,500 members of staff and we are one of the most popular Higher Education Institutions with over 32,000 students. Whilst our staff and students contribute over 100,000 volunteering hours per annum to the city on many worthwhile projects, there are opportunities for the University to make further contributions. Through our work with our city-wide partners the University and LUU shall develop and support further initiatives which respond to emerging local priorities (C2, C3).

Many staff at the University give their time freely to participate in a range of worthwhile volunteering projects. Arranging collections for local charities, mentoring local young people and working as school governors are just some of the many activities they are involved with. To ensure that all staff have the opportunity to participate in volunteering projects the University will develop a clear framework on how to get involved as well as providing volunteering opportunities (C6).

It is also essential that our community partners are able to communicate with our staff and students to raise awareness of the facilities and resources which are available for them to access and engage with the local community (C4).

Corporate Social Responsibility (CSR) is increasingly playing a major role within large companies. In recognition the University has introduced a Corporate Social Responsibility Programme to give students first-hand knowledge about the theory and business benefits of CSR and applies them through working alongside business volunteers supporting the local community. It was also devised to actively encourage students to address employability and transferable skills through volunteering. The programme incorporates workshops from major businesses in the city, followed by a day of volunteering for student and employee visitors and finishing with presentations from the students on what they have learnt from their volunteering experience. The University will further expand the programme to give students across all faculties the opportunity to take part with a long-term view to offering a final year module which will incorporate practical volunteering experience (C7).



(far left) Jeremy Tordjman, Capture the Community photo competition  
(left) Secret Santa charity appeal

# 4 Review, Monitoring and Reporting

The University will monitor and review the implementation of the Inner North-West Community Strategy against its objectives and ensure that the results are readily available to all stakeholders. Formal reports will be made to the University via the Community and Housing Steering Group.

### Specifically the University will:

- Hold an annual Community and Housing Forum to report and discuss work with key stakeholders, including local community groups, on progress against objectives.
- Provide oral reports on progress against objectives at meetings of the Private Rented Sector Strategic Working Group, the Shared Housing Group and North-West District Partnership.
- Provide an annual report on the University's website showing specific progress against all actions summarised in the Action Plan.
- Publish the Inner North-West Community Strategy on the web and update the report annually.

This strategy is a dynamic document and subject to change in line with community priorities. Resources and funding will be allocated on a University and community defined priority basis. We will utilise data from the Helpline, feedback from students, staff and the local community to ensure that over the coming years the University and community develop a genuine mutually beneficial dialogue delivering real benefits to our valued communities.

The action plan sets out the activities under the three key themes. Many of these schemes were devised through the consultation and drew upon the ideas of our community.

# 5 Action Plan

## A Communication

	Actions	Outcome/ added value	Timescale	Partnership (*lead partner)
1	Develop a communications plan.	<ul style="list-style-type: none"> <li>■ Effective communications internally and externally</li> <li>■ Target broader and new audience</li> <li>■ Create links between internal and external media</li> <li>■ Avoid duplication</li> </ul>	June 2008	UofL*, LUU
2	Establish an internal community and housing steering group.	<ul style="list-style-type: none"> <li>■ To monitor and respond to community and housing issues on behalf of the University</li> <li>■ To develop University policy in response to community and housing issues</li> <li>■ Oversee the implementation of the strategy and action plan</li> <li>■ To steer and guide the work of the Community Policy Officer</li> <li>■ To promote and support community engagement at the University</li> </ul>	June 2007	UofL*, LUU
3	Establish an annual community and housing forum.	<ul style="list-style-type: none"> <li>■ Actively promote the University's community engagement activity.</li> <li>■ To ensure stakeholders within North-West Leeds are involved in dialogue with the University on community and housing issues.</li> <li>■ Report on the progress of the strategy</li> </ul>	June 2007	UofL*, LUU
4	Hold an annual meeting with local councillors to discuss emerging issues and priorities for the local community and steer the development of new projects to address these.	<ul style="list-style-type: none"> <li>■ To develop University policy in response to community and housing issues</li> <li>■ To ensure stakeholders within North-West Leeds are involved in dialogue with the University on community and housing issues.</li> </ul>	Annual (Sept)	
5	Ensure staff and student representation and contribution to key stakeholder groups. (e.g. North-West District Partnership, Headingley Forum, Leeds Universities Crime Reduction Partnership).	<ul style="list-style-type: none"> <li>■ Contribute to social, economic and cultural development of the city</li> <li>■ Sustained and ongoing dialogue with University stakeholders</li> <li>■ Collectively address issues and negative perceptions of students</li> <li>■ Improved student integration into the community</li> <li>■ Increased student engagement in local democratic processes</li> <li>■ Potential to match resources for broader community projects</li> </ul>	Ongoing	UofL*, LUU
6	Share best practice with other HEIs through existing Networks (e.g. Student Volunteering England, Russell Group, West Yorkshire HEIs, Yorkshire Universities, Universities UK).	<ul style="list-style-type: none"> <li>■ Build on and develop projects with proven success</li> </ul>	Ongoing	UofL*, LUU
7	Develop the University's community webpages.	<ul style="list-style-type: none"> <li>■ Improve flow of information and awareness internally and externally</li> <li>■ Increase awareness of volunteering opportunities and ways to engage with the University</li> <li>■ Increased public awareness and attendance at events, concerts, lectures and seminars, exhibitions, discussion and reading groups</li> </ul>	Ongoing	UofL*, LUU
8	Publish a community e-zine (4 circulations per annum).	<ul style="list-style-type: none"> <li>■ Improve flow of information and awareness internally and externally</li> <li>■ Promote achievements and opportunities</li> </ul>	Ongoing	UofL*, LUU
9	Annual web-based update on the University's community engagement and progress of strategy.	<ul style="list-style-type: none"> <li>■ Improve flow of information and awareness internally and externally</li> <li>■ Report on the progress of the strategy</li> <li>■ Promote achievements and opportunities</li> </ul>	Annual (June)	UofL*, LUU
10	Develop a Public Engagement Strategy to steer the University's research, teaching and outreach activity through consultation with the broader public.	<ul style="list-style-type: none"> <li>■ High quality research development through a genuine dialogue with hard to reach communities</li> <li>■ Respond to societal issues through locally applied research</li> </ul>	Ongoing	UofL*



(far left) University of Leeds Volunteering Awards winners  
(left) Wykebeck Primary School, Wild Africa Project

## B Cohesive Communities

	Actions	Outcome/ added value	Timescale	Partnership (*lead partner)
1	Consider the establishment of a University interfaith steering group to promote understanding and tolerance.	<ul style="list-style-type: none"> <li>Proactively set up interfaith projects</li> <li>Promote and support interfaith projects at the University</li> <li>Collectively respond to local, regional and national concerns</li> <li>Increased links within the community</li> </ul>	June 2007	UofL*, LUU
2	Develop a University policy on charitable giving and fundraising.	<ul style="list-style-type: none"> <li>Co-ordinated approach to charitable giving</li> <li>Improved sense of community amongst staff</li> <li>Increased support to charitable causes</li> </ul>	June 2007	UofL*, LUU
3	Work with LUU to develop a community guide to provide advice and guidance to students about living in the community.	<ul style="list-style-type: none"> <li>Proactive and positive message informing students of the diverse communities in which they live</li> <li>Support active citizenship</li> </ul>	Sept 2008	UofL*, LUU
4	Support Unipol and LUU Student Advice Centre production of a community directory to enable students to make informed decisions about where to live in the private rented sector (i.e. social, cultural and economic).	<ul style="list-style-type: none"> <li>Increase of students living in other areas of the city.</li> <li>Increased student awareness of locality</li> <li>Increased student engagement in community activities</li> <li>Support active citizenship</li> <li>Proactive and positive message informing students of the diverse communities in which they live</li> </ul>	Sept 2008	LUU Advice Centre*, Unipol, Resident association groups, UofL, and landlords.
5	Maintain and increase awareness of the Neighbourhood Helpline, including the production of a Code of Standard to clearly define the University's role and responsibility with regards to students living in non-University accommodation.	<ul style="list-style-type: none"> <li>Simple and easy operation framework</li> <li>Open access to the service</li> <li>More inclusive service</li> <li>Clarity of roles and responsibilities</li> </ul>	Sept 2007	UofL*, LMU, LUU, LCC (Environmental Health Services, Anti Social Behaviour Unit), Police
6	Investigate the potential to offer first year students a module on citizenship.	<ul style="list-style-type: none"> <li>Support active citizenship</li> <li>Increased student awareness of locality</li> <li>Proactive and positive message informing students of the diverse communities in which they live</li> </ul>	Sept 2008	UofL*, LUU
7	Work with West Yorkshire Police, other Leeds HEIs and Unipol to address crime and student safety through the Leeds Universities Crime Reduction Partnership.	<ul style="list-style-type: none"> <li>Reduce crime rates in Inner North-West Leeds</li> <li>Collaboratively address crime and students safety</li> <li>Develop and support awareness campaigns to reduce instances of crime</li> </ul>	Ongoing	West Yorkshire Police*, UofL, LUU, other HEIs in Leeds, Unipol,
8	Work with Leeds Primary Care Trust to promote student health and well-being.	<ul style="list-style-type: none"> <li>Collectively address student health and well-being issues</li> <li>Develop and support awareness campaigns to improve students health</li> </ul>	Ongoing	Leeds NW PCT*, UofL, LUU
9	Work with LUU to remove barriers to students engaging in local political processes (e.g. voting registering).	<ul style="list-style-type: none"> <li>Increased student engagement in local democratic processes</li> <li>Improve student integration</li> <li>Support active citizenship</li> </ul>	Ongoing	UofL*, LUU
10	Work with LUU and the North-West Leeds Area Management Team to facilitate the arrival and departure of students to the city.	<ul style="list-style-type: none"> <li>Minimise impact of increased traffic and waste within Inner North-West Leeds</li> <li>Provide welcoming environment for students</li> </ul>	Ongoing	North West Area Management*, UofL, LUU, Landlords, LMU
11	Seek funding to continue the successful Leeds University Community Initiative (LUCI).	<ul style="list-style-type: none"> <li>Broaden opportunities for students and staff to get involved with the local community</li> <li>Improved relations between students and long-term residents</li> <li>Increased student engagement in community activities</li> </ul>	Ongoing	UofL*, LUU
12	Continue to support the Up Your Street umbrella project.	<ul style="list-style-type: none"> <li>Address local needs</li> <li>Contribute to best student experience and active citizenship</li> <li>Increased student engagement in community activities</li> </ul>	Ongoing	UofL and CALM
13	Continue to support the regeneration of the most deprived communities of Leeds.	<ul style="list-style-type: none"> <li>Broaden opportunities for students and staff to get involved with the local community</li> <li>Improved relations between students and long-term residents</li> </ul>	Ongoing	UofL

## C Matching Resources to Needs

	Actions	Outcome/ added value	Timescale	Partnership (*lead partner)
1	Conduct an audit of facilities and resources available to the public and make details available on the University's website. (e.g. sports venues and services, libraries, lectures and surplus equipment).	<ul style="list-style-type: none"> <li>Assessment of University's facilities and resources available to public use</li> <li>Increased public access to facilities</li> <li>Ensure surplus equipment is being re-used or recycled wherever possible</li> <li>Open and transparent access to University/ Students Union facilities and resources</li> <li>Information about facilities and resources available to the community</li> </ul>	August 08	UofL*, LUU
2	Work with LUU to support student activities in the local community	<ul style="list-style-type: none"> <li>Sport clubs and societies encouraged to set up community projects</li> <li>Community groups and individuals involved in University/ Students Union activities</li> </ul>	Ongoing	UofL*, LUU
3	Produce a list of local facilities and resources available to University staff and students (e.g. community resources and events).	<ul style="list-style-type: none"> <li>Raise awareness of community facilities and events to support community engagement</li> <li>Increased staff and student engagement in community activities</li> </ul>	Ongoing	North-West Area Management Team*, UofL
4	Work with the University's stakeholders to identify and support initiatives which respond to emerging local priorities	<ul style="list-style-type: none"> <li>Responsive to changing needs</li> <li>Avoid duplication</li> <li>Participation of University in city partnership activities</li> </ul>	Ongoing	UofL*, LUU, Police, Leeds Cares, LCC
5	Work with faculties to link student research modules to research needs in the city	<ul style="list-style-type: none"> <li>Research directed towards local needs and requirements</li> <li>Increased links within the community and voluntary sector</li> </ul>	Ongoing	UofL
6	Work with Director of Well-being, Safety and Health to enhance the opportunities for staff to further engage in volunteering activity within the community.	<ul style="list-style-type: none"> <li>Development of skills in a wide range of staff</li> <li>Increased staff engagement in community activities</li> </ul>	Ongoing	UofL
7	Work with faculties to create links with businesses in the city and give students first-hand knowledge of the Corporate Social Responsibility agenda.	<ul style="list-style-type: none"> <li>Increased student engagement in community activities</li> <li>Increased student employability skills</li> <li>Improved links to the city and increased interaction with city-wide partners</li> </ul>	Ongoing	UofL*, Leeds Cares



(far left) The new building at the heart of the Innovation Hub  
 (left) Connel Goundry, Capture the Community photo competition

University delivers an extensive programme of financial and non-financial support to university age students. We offer a comprehensive range of bursaries and scholarships to support young people throughout their studies. To support our potential and existing undergraduates the University has generated a total of £2m of external donor sponsorship to support scholarships. In addition to this, the University has committed over £2m in 2006-7 to bursaries and scholarships, rising to over £8m per year in 2010.

The University also supports adult learners through its Lifelong Learning Centre which offers tailored programmes to support local people to access Higher Education. Preparation for Higher Education, Open Study, part-time degrees and certificates as well as foundation degrees have all been developed to enable adults to study in a suitable and manageable way. Specialist programmes to support lone parents, long-term unemployed older men and those on incapacity benefit have also been developed to directly address the regions priorities. These programmes have received national and international interest demonstrating the ways in which a university can directly contribute to the region and its people.

# Broader University Engagement

## Environmental Engagement

The University was ranked the top university in 2007's Business in the Environment regional index for our environmental management and performance.

We are committed to sustainable development and conduct our activities to reflect environmental best practice. From international environmental research to local environmental initiatives, the University is expanding its environmental agenda.

The University understands that through its size and location it has a significant environmental impact on the local community. The issue of greatest concern to the local community is the volume of traffic and associated problems of parking and congestion generated by staff and students.

The University has a comprehensive Transport Plan, to manage the growth in numbers accessing the campus, by offering a range of alternative travel initiatives. The plan aims to reduce congestion, demand for car parking spaces, environmental pollution and visual intrusion caused by parked vehicles. This creates a better local environment for people working and studying at the University or living close by. Since 2003 students have not been permitted to park on the main campus and they are actively discouraged from bringing cars to Leeds. Information on alternative methods of travel to the University is provided in the annual University Travel Guide.

Disincentives are combined with incentives and schemes such as car sharing, Whizz-Go (hire car scheme), secure cycling facilities and staff and student public transport

discounts to encourage staff and students to consider alternative methods of travel.

As part of the University's commitment to implementing the Transport Plan, an annual survey is conducted to identify the travel patterns of staff and students. This helps us develop new initiatives to enable staff and students to make choices about how they travel to and from the University and reduce our environmental impact.

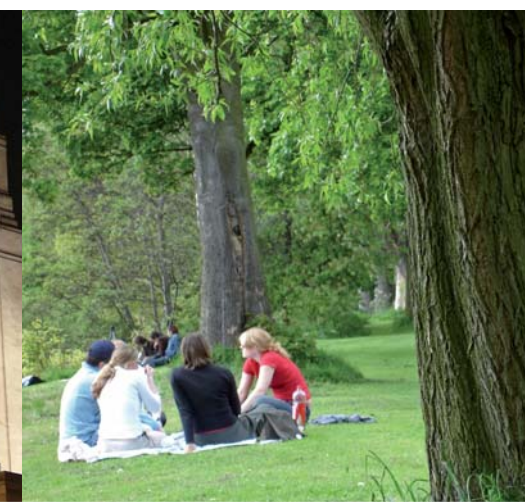
## Economic Engagement

The University of Leeds remains at the forefront of Higher Education's promotion of innovations and partnership activities. Such enterprises are commonly referred to as the University's "Knowledge Transfer" activities, and reflect additional opportunities and developments arising from the expansion of the knowledge economy. This work ensures that local businesses are able to tap into the research expertise of the University.

## Outreach and Aspiration Raising Engagement

Educational outreach activities are delivered by our nine faculties in schools and colleges across the region. Activities are delivered by staff and students and, annually, over 20,000 young people and more than 200 schools in the region receive support from the University.

Many people face considerable disadvantage and disincentive to pursue a course of study and the



(far left) Kleos Cesar, Capture the Community photo competition  
 (left) Shirley Yeadon, Capture the Community photo competition





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