

# Public Document Pack

**Supplementary information for Scrutiny Board (Safer and Stronger Communities)  
on 15 September 2014**

Pages 1-10: Agenda item 10 – Scrutiny Inquiries – Draft Terms of Reference

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## **SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)**

### **THE ROLE OF POLICE COMMUNITY SUPPORT OFFICERS LINKED TO LOCAL INTEGRATED PARTNERSHIP WORKING**

#### **DRAFT TERMS OF REFERENCE**

#### **1.0 Introduction**

- 1.1 Since 2002 Police Community Support Officers (PCSOs) have been the backbone of neighbourhood policing across the Leeds District. Their specific role and success has been in their contribution to providing high levels of visibility, reassurance to the public, tackling Anti-Social Behaviour and being accessible to local communities and partners to deal with local priorities.
- 1.2 Last year, the Safer and Stronger Communities Scrutiny Board conducted a review around the role and allocation of PCSOs in Leeds and published its report in February 2014.
- 1.3 The Scrutiny Board particularly recognised further opportunities for integrated partnership between the Council and PCSOs in the area of environmental action. A recent blitz on the Nowells in Burmantoffs, Leeds, demonstrated that a coordinated and sustained partnership approach aimed at environmental issues, achieved hugely successful outcomes with very short timescales.
- 1.4 Work is still ongoing to identify three high demand areas across the localities in the City and roll out further integrated working between PCSOs and Environmental Teams. The concept is centred on very clear tasking processes held and delivered at the local level with the full involvement of all agencies with shared outcomes.
- 1.5 In line with the Council's own principles of locality working, importance is now placed on being more locally focused and responsive to local issues and priorities, with decisions being taken collectively around how best to deploy resources to address a particular problem within a community.
- 1.6 The Scrutiny Board was therefore also supportive of the principle of moving towards more locally deployable bases and developing a more integrated partnership approach between police and other partners within neighbourhoods.
- 1.7 PCSOs are a central part of the New Police Operating Model in Leeds, and the vision to build and deliver integrated partnership working is built on their fundamental role at a local level.
- 1.8 Changes to the way in which the city is policed from April 2014, and the introduction of Partnership Working Areas (PWAs), which are aligned

to the city's Community Committees and form part of a wider network of 33 Ward Based Policing Teams, bring new opportunities to take partnership working to the next level.

- 1.9 In April 2014, West Yorkshire Police joined forces with the Council, becoming a key partner in one of the 3 Community Hubs pilots (St George's Centre in Middleton). The pilots seek to test the concept of community hubs, which better reach citizens and provide the right mix of council and partner services that each community needs in the most efficient manner across the city.
- 1.10 Work is now being finalised to locate Police Officers and PCSOs in the other pilot 'hub' sites at the Armley One Stop Centre and Compton Road Joint Service Centre in Harehills, before being rolled out across other areas of the city.
- 1.11 These new and innovative ways of working mark a new era of partnership working. As such, the Safer and Stronger Communities Scrutiny Board agreed to expand on the Scrutiny work undertaken last year on the role of PCSOs and assist in ensuring that this service is fully integrated with other partners in terms of delivering against shared outcomes, improving performance and delivering better, and more sustainable local services for communities.

## **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
  - Clarification of the PCSO role in Leeds and the range of other services that would have mutual benefit by closer integration with PCSOs.
  - The Council's long term vision for integrated partnership working and steps being taken now to achieve this vision, including the development of Community Hubs.
  - The development of Partnership Working Areas and how these relate to Community Hubs and the proposed Victim Hubs.
  - The mechanisms used in determining the service needs of a community to inform effective partnership working - sharing examples of existing good practice e.g. the Nowells in Burmantofts.
  - Data sharing and referral pathway mechanisms required to enable PCSOs and other partners to be better responsive to local issues and priorities.
  - The effective use of technology to aid communication between relevant partners and with Elected Members.

### **3.0 Desired Outcomes and Measures of Success**

- 3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.
- 3.2 The development of more integrated working between West Yorkshire Police and a range of locality based services aims to deliver improved outcomes for local people and is aligned with Safer Leeds ambition to 'Make Leeds an attractive place to live, where people are safe and feel safe and the City is clean and welcoming'.
- 3.3 This Scrutiny inquiry aims to assist the work being undertaken by Safer Leeds, the Council and its partners to develop local services which better reach citizens and provide the right mix of council and partner services each community needs in the most efficient manner.

### **4.0 Comments of the relevant Director and Executive Member**

- 4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

### **5.0 Timetable for the inquiry**

- 5.1 The Inquiry will take place over a number of sessions. These sessions will involve smaller working group meetings or visits with stakeholders, which will provide flexibility for the Board to gather and consider evidence.
- 5.2 The length of the Inquiry is subject to change. However it is anticipated that a final report will be produced by March 2015.

### **6.0 Submission of evidence**

#### **6.1 Session one – October 2014**

To clarify the PCSO role in Leeds and the range of other services that would have mutual benefit by closer integration with PCSOs.

#### **6.2 Session two – October/November 2014**

To consider evidence in relation to:

- The Council's long term vision for integrated partnership working and steps being taken now to achieve this vision, including the development of Community Hubs.

- The development of Partnership Working Areas and how these relate to Community Hubs and the proposed Victim Hubs
- The mechanisms used in determining the service needs of a community to inform effective partnership working - sharing examples of existing good practice e.g. the Nowells in Burmantoffs.

### 6.3 **Session three – November 2014**

Visits will be arranged to enable Board Members to gain an insight into the operation of existing partnership working models such as the piloted Community Hubs and the Partnership Working Area bases.

### 6.4 **Session four – December 2014**

To consider evidence in relation to:

- Data sharing and referral pathway mechanisms required to enable PCSOs and other partners to be better responsive to local issues and priorities.
- The effective use of technology to aid communication between relevant partners and with Elected Members.

### 6.5 **Session five – January 2015**

To consider the findings and potential recommendations arising from this inquiry.

## 7.0 **Witnesses**

7.1 The following witnesses have been identified as possible contributors to the inquiry, however others may be identified during the course of the inquiry:

- Director of Environment and Housing
- Assistant Chief Executive (Citizens and Communities)
- Executive Member for Cleaner, Stronger and Safer Communities
- Executive Member for Neighbourhoods, Planning and Personnel
- Chief Officer Community Safety
- Chief Officer Environmental Action
- Chief Officer Customer Services
- Area Leaders
- Leeds Divisional Commanders
- Representation of local Police and Community Support Officers
- The West Yorkshire Police and Crime Commissioner
- Representation from the local Health and Social Care sector
- Local Parish and Town Council representation

## **8.0 Equality and Diversity / Cohesion and Integration**

- 8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

## **9.0 Post inquiry report monitoring arrangements**

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

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## **SCRUTINY BOARD (SAFER AND STRONGER COMMUNITIES)**

### **AREA BASED DELEGATIONS TO COMMUNITY COMMITTEES**

#### **DRAFT TERMS OF REFERENCE**

#### **1.0 Introduction**

- 1.1 In December 2013, the Executive Board endorsed the “Responsive to the needs of local communities” proposition, including the proposed development of a new approach to build on the work of Area Committees, to improve local democratic leadership of local areas, as well as providing a more meaningful way of involving local people in decisions that affect their local neighbourhoods.
- 1.2 Work has since been undertaken to develop the proposal to promote an inclusive, citizen based approach to locality decision making, in which formal Community Committees are underpinned by enhanced community engagement.
- 1.3 Integral to the success of Community Committees is also their ability to influence service delivery through direct budget/service responsibility, Service Level Agreements and/or other appropriate mechanisms. The Citizens and Communities directorate is leading on continuing to develop the approach to budget and service devolution, with this beginning to take effect in 2014/15, and aims to bring an increased focus on locality influence and decision making. Whilst not all services or budgets are within scope for consideration, the intention is to challenge and move decision-making closer to communities wherever possible.
- 1.4 Acknowledging that the work of the Citizens and Communities directorate is at an early stage of development, the Safer and Stronger Communities Scrutiny Board welcomes the opportunity to assist in exploring viable options for future area based delegations.

#### **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
  - National and local perspectives towards budget and service devolution.
  - The different types of area based delegation possibilities and the potential implications surrounding each type.
  - Methods used in determining the appropriateness of a service area being delegated to a Community Committee(s)
  - Evaluation of existing service areas under consideration.

- Methods in determining the potential capacity needs of Area Support Teams in assisting Community Committees to deliver any new area based delegations effectively.
- The wider engagement of community representative forums in evaluating the merits of potential service area based delegations.

### **3.0 Desired Outcomes and Measures of Success**

- 3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.
- 3.2 Changes in the nature and focus of community engagement are supportive of the Council's values of working as a team for Leeds, being open, honest and trusted, treating people fairly, spending money wisely and primarily working with communities.
- 3.3 Making it easier for people to do business with the Council is also a key outcome set out in The Best Council Plan 2013-17. The development of Community Committees to bring an increased focus on locality influence and decision making will make a significant contribution in achieving this outcome.

### **4.0 Comments of the relevant Director and Executive Member**

- 4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

### **5.0 Timetable for the inquiry**

- 5.1 The Inquiry will take place over a number of sessions. These sessions will involve smaller working group meetings with stakeholders, which will provide flexibility for the Board to gather and consider evidence.
- 5.2 The length of the Inquiry is subject to change. However it is anticipated that a final report will be produced in February 2015.

### **6.0 Submission of evidence**

#### **6.1 Session one – October 2014**

To consider evidence in relation to the following:

- National and local perspectives towards budget and service devolution.
- The different types of area based delegation possibilities and the potential implications surrounding each type.

- Methods used in determining the appropriateness of a service area being delegated to a Community Committee(s)

**6.2 Session two – November 2014**

To consider and evaluate existing service areas under consideration within the City Development directorate for area based delegation.

**6.3 Session three – November/December 2014**

To consider and evaluate existing service areas under consideration within the Environment and Housing directorate for area based delegation.

**6.4 Session four – December 2014**

To consider evidence in relation to the following:

- Methods in determining the potential capacity needs of Area Support Teams in assisting Community Committees to deliver any new area based delegations effectively.
- The wider engagement of community representative forums in evaluating the merits of potential service area based delegations.

**6.5 Session five – January 2015**

To consider the findings and potential recommendations arising from this inquiry.

**7.0 Witnesses**

7.1 The following have been identified as possible contributors to the inquiry, however others may be identified during the course of the inquiry:

- Assistant Chief Executive (Citizens and Communities)
- Chief Officer Communities
- Environment and Housing Directorate representation
- City Development Directorate representation
- Relevant Executive Board Members
- Community Committee Chairs
- Area Leaders
- Local Parish and Town Council representation
- Citizens Panel representation

## **8.0 Equality and Diversity / Cohesion and Integration**

- 8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

## **9.0 Post inquiry report monitoring arrangements**

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.