

Public Document Pack

Late/supplementary information for Scrutiny Board (Citizens and Communities) – Monday 16th May 2016.

Pages 1-6: Agenda item 7 – Addendum to the Citizens and Communities 2015/16 Q4 performance update report.

Pages 7-56: Agenda item 8 – Scrutiny draft inquiry reports relating to the development of Community Committees and Community Hubs.

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Customer Access

Updated Libraries Information

The previous performance report referred only to the situation at Armley Library, and therefore did not provide an accurate picture of footfall for branch libraries managed by Customer Services as part of the Community Hub network. The information that follows rectifies this but does not include results for services that are still managed by City Development: Central Library, School Library Service, Prison Libraries, At Home, and Mobile Libraries.

Due to a number of factors the demand (visits) fluctuates during the year (for example there were 156K visits in February 2016 whereas there were only 211K visits in October 2015). For the year as a whole, the monthly average was 187K.

Within this there has been a mix of some sites showing an increase in demand with others showing a decrease. Further work is ongoing to understand the reasons for this.

The total of visits will be understated slightly as there have been data quality issues in respect of recording visits which is being addressed.

The delivery of ICT sessions has remained relatively stable throughout the year, with 471K sessions delivered (avg. 39K per month).

See Appendix 1 for the breakdown of monthly figures

Welfare and Benefits – Additional Information

Council Tax: Single Persons Discount:

When a Council Tax charge-payer lives alone or is the only person over 18 living at the address, they are entitled to a 25% Single Person Discount. In May, the Council Tax Service commissioned an exercise to carry out additional checks into entitlements to Single Person Discount.

The exercise set out to identify over £500,000 of additional Council Tax revenue for the Council in respect of incorrectly awarded Single Person Discount. The review formed part of the Council's Budget Plan that was agreed by the full Council in February 2015. 60,000 Single Person Discounts were initially selected for review. Of these, 26,421 (44%) were selected for a more formal review following data matching against credit reference records and other sources of information.

The review was completed on 10 March 2016. The net amount raised by way of additional charge excluding 2016/17, was £802,680 against the corporate target of £500,000. The net amount raised by way of additional charge including 2016/17 is £1,307,094.

Work is already in progress for a similar exercise in 2016/17 however as the base size is smaller this year (anticipated to be around 20,000), the target of increased net amount raised as a result of this activity is set at £250,000.

New Homes Bonus:

New Homes Bonus (NHB) is a Government Scheme to fund Local Authorities for the increase in the number of domestic properties in the Council Tax Valuation List for their area, plus the reduction in the number of empty homes that have been unoccupied for more than 6 months.

The amount of New Homes Bonus funding to the council is calculated from an annual return (CTB1) to the Government which is submitted in October each year, which specifies the number of domestic properties in the valuation list, and the number of long term empty homes on the Council Tax database.

The New Homes Bonus funding is calculated as part of the Government's financial settlement for each Local Authority for the following year. The amount of New Homes Bonus funding calculated for each year continues for the following five years, and therefore the funding is accumulative from year to year over 6 years.

The amount of New Homes Bonus funding for the council in 2016/17 based on the October 2015 CTB1 Return is £3.5 million, which equates to £21 million over the next 6 years. This is in addition to the New Homes Bonus Funding awarded to the council arising from earlier years (e.g. 2014/15, 2013/14, 2012/13) which is also being paid for the following 6 years.

2016/17 Annual Billing & Upratings (Council Tax & Business Rates & Benefits):

The Welfare & Benefits Service oversee the Council Tax & Business Rates annual billing exercise alongside the annual Benefit uprating for recipients in receipt of Housing Benefit & Council Tax Support.

Due to its importance, work commences each September with the final activities not concluding until the end of the following April. Activity peaks from January to the end of March with increased system testing, parameter testing & bill and notification design. Such is the size of this activity, it results in 2 day closedown of the core system to allow it to compute new charges and upratings and key officers undertaking late night working to ensure minimal downtime and adherence to schedule.

This year was complicated by the new precept charge for "elderly care" however the unit successfully delivered on time with the accurate billing of £360M for 330,615 Council Tax charge-payers, £396M Business Rate charges for 27,653 businesses and the uprating of 80,000 benefit recipients entitlements.

To maximise postage savings, where relevant, documents are merged e.g. Council Tax bill and Benefit notification (and annual Housing rent letter if a Council Tenant). Alongside, a city wide waste information notice was also included in Council Tax mailings ensuring a significant saving on postal costs that would otherwise get incurred.

Fraud and Error Reduction Incentive Scheme:

The DWP launched the Fraud and Error Reduction Incentive Scheme (FERIS) in November 2014 in response to the rising monetary value of Housing Benefit fraud and error (MFVE) with 2013/14 estimates showing a loss of £1.45 billion.

The aims of FERIS are to find as many changes of circumstances which reduce Housing Benefit (HB) entitlement and with particular focus on the high value changes. The scheme doesn't prescribe how to identify changes to entitlement because LAs utilise different methods for risk assessing HB caseloads.

Whilst not mandatory, Leeds elected to participate in the scheme and since its implementation has secured to date £365,096 in start-up and ongoing maintenance funding & £226,691 in performance related bonus payments, a total to date of £591,787, with Quarter 4 performance bonus payment for 15/16 of £50k-£100k still awaited.

The Service is to continue in the scheme in 2016/17.

Council Tax & Benefit Service Audits:

In 2015/16, the Service received a number of internal audits. Subject to the findings of the audits, Services are measured to differing levels of assurance as detailed in the table below:

Compliance Assurance – The level of compliance with current internal controls.		
Level		Definitions
1	SUBSTANTIAL ASSURANCE	The control environment has substantially operated as intended although some minor errors have been detected.
2	GOOD ASSURANCE	The control environment has largely operated as intended although some errors have been detected.
3	ACCEPTABLE ASSURANCE	The control environment has mainly operated as intended although errors have been detected.
4	LIMITED ASSURANCE	The control environment has not operated as intended. Significant errors have been detected.
5	NO ASSURANCE	The control environment has fundamentally broken down and is open to significant error or abuse.

The following published feedback was received following the key audits undertaken in 2015/16:

Council Tax Service:	Substantial Assurance
Benefits: Assessment & Payments:	Substantial Assurance
Benefits: Reconciliations:	Substantial Assurance
Local Welfare Support Scheme:	Substantial Assurance

Running alongside the above, the Benefits Service had its 2014/15 grant claim for £282M signed off by the external auditors in November 2015 and was subsequently approved by the DWP.

Fareshare

Fareshare Yorkshire is a charity which redistributes surplus food donated by the food industry, to charities and organisations who provide food and meals to vulnerable people. The Council supports Fareshare to operate a food distribution centre in Leeds distributing food to the cities foodbanks and cereals to Leeds schools.

During the last financial year Fareshare provided emergency food provision to families through the Local Welfare Support Scheme. This has proved to be successful and is planned to continue during 2016/17.

Fareshare now provides cereals to School Clusters covering 92 schools and Children’s Centres. The aim is to meet the needs of all schools in the city to ensure all children have access to a breakfast before they start their day of learning.

Universal Credit

Universal credit went live in Leeds on 1st February 2016. Initially, only newly unemployed single people will be required to claim the new benefit and so numbers will be restricted. By the end of March 2016, 940 people were getting universal credit in Leeds. A scrutiny enquiry was conducted on the new benefit during 2015/16 and the recommendations from this enquiry will be subject to further scrutiny reports during 2016/17 as universal credit continues to expand in Leeds.

Credit Union Developments

During the quarter ending March 2016 the total value of new lending was £1.1m and the total Leeds loan book is £8.8m. Leeds credit union membership is currently 31,000. 'Your Loan Shop' has been in operation for about 18 months. Loans for the last quarter via the shop totalled £87,469.

A scheme was launched this quarter to support the expansion of Credit Union School Savings Clubs within primary schools across Leeds. Under the scheme, all pupils entering key stage two will be offered a £10 contribution towards opening a credit union account. This would only be available to pupils in schools that have agreed to establish a school savings club and is designed to incentivise schools and pupils to become involved in managing their own credit union account, alongside the work of schools to provide greater education to pupils about the importance of saving and financial matters.

A web based Pay Day loan product has been launched charging credit union rates, not the thousands of percent still being charged by the commercial payday sector.

A new credit union website has been developed and is due to be launched in the next quarter. The site is mobile/tablet friendly and contains an improved calculator and on line banking section. The loan decisions tools is now more efficient and the membership form quicker, which also integrates the identity check.

Gambling Research

In November 2016 Global Gaming Ventures Leeds Ltd (GGV) are due to open the large casino as part of the Victoria Gate development in the city centre. As part of their licensing agreement, GGV are committed to fund a monitoring programme which will assess the impact of the casino and try to identify any impacts on problem gambling. The first stage of this process involves carrying out a baseline study in Leeds to understand the current prevalence of problem gambling in the city. Leeds Beckett's University have been appointed as consultants to carry out a research study. The study will allow LCC to monitor the impact of the casino in the city and help target resources to mitigate any potential harm.

In April 2016 the Gambling Commission brought in a licensing change which requires gambling operators to carry out a local risk assessment. The Commission's Guidance for Licensing Authorities (GLA) recommended that local authorities create Local Area Profiles in order to provide operators with local information about an area, which they can then use to assess risks in the locality of their premises. To assist the Licensing Team with this requirement, the Financial Inclusion Team prepared a mapping tool by working together with colleagues in Policy and Intelligence. This tool has mapped local data and intelligence such as crime, unemployment, deprivation, schools, emergency accommodation, ethnicity and licenced premises. Although initially prepared as a Licensing requirement, the tool may become useful for locality work across the Council.

Appendix 1

Libraries Services Delivered through the Community Hub Network

	April	May	June	July	August	September	October	November	December	January	February	March	Total
Total no. of items issued	157,499	159,900	154,622	181,072	181,439	171,094	169,478	154,619	129,469	133,345	132,894	147,582	1,873,013
Visits	201,041	184,303	186,089	208,272	204,056	207,517	211,499	187,036	162,105	174,300	156,590	160,151	2,242,959
ICT Sessions	40,254	39,595	41,616	42,161	40,827	42,758	43,445	38,479	30,907	36,760	37,521	37,070	471,393

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 16th May 2016

Subject: Scrutiny draft inquiry reports

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

Summary of main issues

1. This year, the Scrutiny Board decided to undertake two inquiries into the development of Community Committees and the development of Community Hubs. The terms of reference of both inquiries were agreed by the Board in September 2015.

2. These inquiries have now concluded and the Board is in a position to report on its findings and recommendations resulting from the evidence gathered. The Board's draft inquiry reports are now attached and Board Members are asked to formally consider and agree these reports.

3. Scrutiny Board Procedure Rule 13.2 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised".

4. In consideration of the attached draft inquiry reports, there is no further advice that the relevant Director wishes to give before the Board finalises its reports.

5. Once the Board publishes its final reports, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board's recommendations within three months.

Recommendations

6. Members are asked to consider and agree the attached draft reports following the Board's inquiries into the development of Community Committees and the development of Community Hubs.

Background documents¹

7. None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Scrutiny Inquiry into the development of Community Committees

Draft Report



Contents

	Page(s)
1. Desired Outcomes and Recommendation Summary	3 - 5
2. Introduction and Scope	6 - 7
3. Conclusions and Recommendations	8 - 19
4. Evidence	20 – 21
5. Appendix 1 – Leeds City Council’s Community Committees	22



Desired Outcomes and Recommendations

Desired Outcome – That all directorates are committed to providing a dedicated resource in supporting Community Committee Champions to undertake their role effectively.

Recommendation 1 – That the Assistant Chief Executive (Citizens and Communities) takes the lead in working with Directors to secure a dedicated resource across directorates in supporting Community Committee Champions to undertake their role effectively.

Desired Outcome – That Community Committee Champions undertake an appropriate level of challenge towards their relevant service areas on behalf of their Community Committees.

Recommendation 2 – That the Assistant Chief Executive (Citizens and Communities) takes the lead in working closely with Area Leaders in providing key tools that will assist in encouraging and supporting Community Committee Champions to undertake an appropriate level of challenge towards their relevant service areas.

Desired Outcome – That Community Committees are given the authority to take lead sponsoring roles for commissioning projects and funding bids.

Recommendation 3 – That the Assistant Chief Executive (Citizens and Communities) explores the feasibility of extending the authority of Community Committees to take a lead sponsoring role for commissioning projects and funding bids.

Desired Outcome – There is transparency and accountability of the funding allocated by Community Committees in addressing local priorities set out in the Community Plan.

Recommendation 4 – That the Assistant Chief Executive (Citizens and Communities) ensures that a mid-year and end of year audit of the funding allocated by Community Committees against the priorities set out the Community Plan is undertaken at a formal meeting of the Community Committees.

Desired Outcome – That Community Committees are made fully aware of how relevant ward based initiative funding and capital monies are being spent within their localities.

Recommendation 5 – That the Assistant Chief Executive (Citizens and Communities) develops a reporting mechanism which allows Community Committees to be kept fully aware of how relevant ward based initiative funding and capital monies are being spent within their localities.



Desired Outcomes and Recommendations

Desired Outcome – That Highways and Transportation services actively engage with Community Committees and Community Committee Champions to share information and gather Member intelligence to help inform service delivery.

Recommendation 6 – That the Assistant Chief Executive (Citizens and Communities) works closely with the Director of City Development to promote the mutual benefits of engaging closely with Community Committees and Community Committee Champions in gathering local Member intelligence and experience to help inform service delivery within Highways and Transportation. In particular, the development and delivery of local traffic management schemes and the development of local flood management schemes.

Desired Outcome – That there is an effective action tracker system in place that includes the involvement of relevant service areas and external partners.

Recommendation 7 – That the Assistant Chief Executive (Citizens and Communities) ensures that relevant service areas and external partners are also made accountable for actions agreed by Community Committees through robust monitoring of their actions as part of the new action tracker and performance management framework.

Desired Outcome – That reporting mechanisms are put in place to assist in strengthening links between Cluster Partnerships and the Community Committees.

Recommendation 8 – That the Assistant Chief Executive (Citizens and Communities) works closely with the Director of Children's Services to explore opportunities for strengthening links between the Cluster Partnerships and Community Committees.

Desired Outcome – That there are robust communication mechanisms between Community Committees and local Parish and Town Councils.

Recommendation 9 – That the Assistant Chief Executive (Citizens and Communities) works with the Area Leaders to ensure that robust communication mechanisms between Community Committees and local Parish and Town Councils are put in place in accordance with recommendations made previously by Scrutiny and in ensuring that Community Committees are complying with the Parish and Town Council Charter.



Desired Outcomes and Recommendations

Desired Outcome – That residents are actively encouraged and supported to engage with Community Committees.

Recommendation 10 – That the Assistant Chief Executive (Citizens and Communities) works with the Area Leaders to ensure there are consistent processes in place for publicising details of Community Committee events and meetings and responding to public requests for feedback or to be kept regularly updated on the work of their Community Committee.



Introduction and Scope

Introduction

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. Linked to this, Community Committees were established in June 2014 with the expressed aim to be more locally responsive, more accountable to local members and local people and to improve outcomes in localities..
2. There are currently 10 Community Committees in Leeds (see appendix 1) which are made up of local Councillors from the 33 wards in the city. Having been operational for over a year, we agreed to assist the Citizens and Communities directorate in evaluating the extent to which the Community Committee model is enabling local elected members to look at key local issues, local needs and aspirations, as well as genuinely involving the communities they represent in the decisions that affect them.

Scope of the Inquiry

3. The terms of reference for our inquiry were agreed in September 2015 and set out the key purpose of this inquiry, which was to make an assessment of and, where appropriate, make recommendations on the following areas:
 - Clarity surrounding the role and capacity levels of Community

Committees and their respective Communities Teams.

- The role of Community Committee Champions.
- Administration and accountability arrangements for funding allocated to Community Committees.
- Examples of good practice across the Community Committees and mechanisms for sharing such practice.
- Performance management frameworks linked to the work of Community Committees (particularly in demonstrating community engagement)
- The extent to which Community Committees are engaging with other established community forums/partnerships (i.e. Cluster Partnerships; Parish and Town Councils; CCGs).

Best Council Plan

4. The developing role of Community Committees fits with the Best Council objective of ‘supporting communities and tackling poverty’ and is directly aligned to the ambition for Leeds to be ‘the best city for communities’.
5. These 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.
6. Making it easier for people to do business with the Council is also a key



Introduction and Scope

outcome set out in the Best Council Plan. The development of Community Committees in bringing an increased focus on locality influence and decision making will make a significant contribution in achieving this outcome.

Desired Outcomes, Added Value and Anticipated Service Impact

7. As well as being able to share our own experiences as Community Committee members, we have welcomed the contribution of representatives across the different directorates in sharing their experiences and ideas linked to the work of Community Committees. We also valued the contribution of local Parish and Town Council representatives in sharing their views from an external partnership perspective.
8. There are many existing systems and processes in place that are working effectively and meeting the differing needs of the 10 Community Committees. As part of the development process of Community Committees, we recognise that it is equally important to highlight and share existing good practices as well as identifying areas for further development.
9. Our inquiry acknowledges the positive work undertaken by Community Committees and their respective Communities Teams but also recommends actions in supporting the development of a more consistent approach towards priority setting, tracking actions and reviewing, monitoring and challenging the progress made by the Community Committees.

Equality and Diversity

10. The Equality Improvement Priorities 2016 to 2020 have been developed to ensure that the council meets its legal duties under the Equality Act 2010. The priorities will help the council to identify work and activities that help to reduce disadvantage, discrimination and inequalities of opportunity to achieve its ambition to be the best city in the UK.
11. Equality and diversity issues have been considered throughout this scrutiny inquiry and the individual, organisation or group responsible for implementation or delivery of the recommendations arising from this inquiry should also give due regard to equality and diversity and where appropriate, an equality impact assessment will be carried out.



Conclusions and Recommendations

Working more intelligently and flexibly in identifying and addressing local priorities.

12. Community Committees were established to represent a move towards a greater focus on local issues by local people and away from the bureaucratic nature that was often found with the former Area Committee meetings which resulted in little or no attendance by the public.
13. Community Committees play an important role in the Council's ambition to bring place, people and resources together by ensuring that we work more intelligently and flexibly than before; making it easier for people to do business with us and improving the way we make decisions locally with residents.
14. In line with this new approach, a series of locality working design principles were adopted to provide a common framework for the operation of each Community Committee, whilst giving them the flexibility to work in the way best suited to them and the areas they represent.
15. Linked to this, the Council's Constitution states that a Community Committee may also establish and set terms of reference for one or more area or issue based Community Forums to act in an advisory or consultative capacity. However, the Council's Constitution also stipulates that all decisions or recommendations to be made by a Community Committee must be determined at a formal meeting of the Committee. As such, each Community Committee is expected to hold at least four ordinary meetings in each municipal year to accommodate this function.
16. As Community Committee members, we do acknowledge that changes have been made to the way that meetings are run to include more discussions and workshops with partner organisations and residents in identifying local priorities and thus supporting the council's commitment to involve local people more closely in decisions taken about their area.
17. Each year all ten Community Committees set out their local priorities – the key areas they want to address over the next twelve months. These are chosen using local data which gives information on a range of issues, including population, ethnicity, unemployment and health, combined with consultation with local councillors and residents.
18. Community Committees do play a fundamental role in understanding and addressing issues of concern to local people but it is equally important that we work smarter in also translating key strategic issues to the locality level and avoiding any unnecessary additional costs. Key to achieving this is through the unique role of Community Committee Champions.



Conclusions and Recommendations

Community Committee Champions.

19. Community Committee Champions were introduced in July 2013 to provide a key link between the Community Committee and corporate centre on the following specific themes:
 - Health, wellbeing and adult social care
 - Children's services
 - Employment, skills and welfare
 - Environment and community safety
20. The role of Community Committee Champions is primarily to ensure that local issues are shared with Executive Board members and fed into policy decisions so that the Council's priorities and its delivery meet local needs and aspirations.
21. We learned that a new and simplified job description for Community Committee Champions was recently introduced to provide further clarity of the expectations surrounding this role, which are as follows:
 - Know and understand the council's priorities for the specific theme;
 - Be aware of the local challenges in the Community Committee area;
 - Work closely with Community Committee members to understand their views;
 - Work closely with the executive portfolio holder and to ensure that the views of members on local issues are understood.
 - Support the development of Community Committee workshops and other engagement with residents on the themes;
- Champion reports presented to each Community Committee or other forums on a regular basis.
22. Whilst this role does not attract a Special Responsibility Allowance, it is important for appointed individuals to be enthusiastic and dedicated in undertaking this role.
23. It is also clear that for the role to succeed in making a difference to the work of the Community Committees, and provide for connectivity between local and corporate working, it will require closer alignment and better connectivity to the role of services and their leaders and managers. During our inquiry, the Executive Member for Communities also stressed the importance of improved understanding and buy-in from Executive portfolio holders. We were therefore pleased to learn that she was already leading on this work and initiating discussions with Executive Member colleagues.
24. We also learned that the Communities Teams will take a more active role in supporting the new Community Champions as members have asked for additional support. This area of support focuses on: facilitating meetings between Community Champions, the Chairs and relevant officers, reviewing existing and initiating new local programmes of work, providing support to Community Champions in terms of local knowledge and raising the profile of the role. Whilst we welcome the additional resource being offered by the Communities Teams, we also acknowledge that



Conclusions and Recommendations

this resource is limited, with approximately only 36 staff across the ten Community Committees.

25. As part of our inquiry, we questioned the level of support also provided to Community Committee Champions across directorates. There are clear mutual benefits in terms of services advising Champions based on their professional understanding of issues affecting localities and the Champions sharing their local intelligence and experience. However, it was evident that levels of support varied across directorates. As such, we recognise the need to ensure that all directorates are committed to providing a dedicated resource in supporting Community Committee Champions to undertake their role effectively.
26. As well as sharing local intelligence, we also recognise the important role of Community Committee Champions undertaking an appropriate level of challenge towards their relevant service areas on behalf of the full Committee. Utilising key tools, such as the newly developed performance management framework (detailed in paragraph 45), would assist Champions in measuring and monitoring levels of success against identified local priorities. It was evident during our inquiry that services would welcome such democratic accountability and felt that this element of the Champions role needed to be strengthened.

Recommendation 1

That the Assistant Chief Executive (Citizens and Communities) takes the lead in working with Directors to secure a dedicated resource across directorates in supporting Community Committee Champions to undertake their role effectively.

Recommendation 2

That the Assistant Chief Executive (Citizens and Communities) takes the lead in working closely with Area Leaders in providing key tools that will assist in encouraging and supporting Community Committee Champions to undertake an appropriate level of challenge towards their relevant service areas.

Financial management and local commissioning.

27. Community Committees are allocated resources on an annual basis and are required to commission local projects which improve local outcomes in relation to community wellbeing and local priorities.
28. At the start of each year, each committee is allocated dedicated sums known as wellbeing funding and youth activities funding. This funding, provided to local projects and activities, can increase significantly, as it allows grant recipients the opportunity to lever in matched funding from other sources, as well as attract volunteers.



Conclusions and Recommendations

29. We acknowledge that the following major benefits have been identified from funding delegated to Community Committees:
- Developing community capacity and pride – generating a sense of belonging and often involving volunteering by local residents to make things happen.
 - Sealing the deal – funding projects where the work would not otherwise be taken forward.
 - Leverage – acting as a catalyst to lever in funding from other sources.
 - Implementing planned local actions – focussing on specific local priorities.
30. The total value of projects approved and funded through the wellbeing fund across Leeds in 2014 to 2015 was almost £1.75 million, with match funding of almost £2 million more than doubling the original amount, bringing the total figure to almost £3.75 million. This supported 427 projects across the city and generated almost 90,000 volunteer hours.
31. In discharging their responsibilities to distribute these funds, each Community Committee also has the opportunity to set out arrangements to delegate decisions to the relevant Area Leader in accordance with agreed conditions. Each Community Committee formally acknowledged that sometimes decisions will need to be made between formal meetings of the Community Committee and therefore the Area Leaders will have delegated authority from the Assistant Chief Executive (Citizens and Communities).
32. The Communities Team has responsibility for the management of effective processes to allocate, monitor and evaluate expenditure. Through 2015, a single office support team has been developed and procedures set up to deal with funding in a common way. The application forms, project delivery statement, and funding agreement are used city wide. A Wellbeing Manual is maintained which guides staff through the process, and compliance with these processes is ensured. Financial monitoring is also supported by the Citizens and Communities finance officer, who provides regular reports to senior managers and also to the Executive Member.
33. We noted that approaches towards commissioning work or receiving open applications varies across the Committees. The work of Community Committees has aimed to be more precise and clear in identifying local priorities reflected in the Community Plan. A commissioning approach therefore sets out the outcomes which Elected Members wish to see addressed, and applications are sought to a timetable which is set.
34. Commissioning ensures a fair opportunity for all providers to be considered, with the usual benefits of competition and fair evaluation. On the other hand it concentrates activity in a short time, and therefore there are also benefits of having resources available to respond to new approaches, or for Elected Members and the Communities Team staff to work together with local organisations to develop new projects. Linked to this, whilst we appreciate the key role of Community Committees in terms of bringing key partners together, the commissioning of major projects and funding bids are often led by other



Conclusions and Recommendations

sponsoring bodies. As such, we believe there would be merit in exploring the feasibility of Community Committees taking a lead sponsoring role for commissioning projects and funding bids.

Recommendation 3

That the Assistant Chief Executive (Citizens and Communities) explores the feasibility of extending the authority of Community Committees to take a lead sponsoring role for commissioning projects and funding bids.

35. Later in our report we address the importance of transparency and accountability in relation to the work of Community Committees. This very much relates to demonstrating the outcomes of funding investments made by Community Committees in line with identified priorities. As such, we believe there should be a transparent auditing process of the Community Plan by Community Committees, which shows mid-year and end of year progress.

Recommendation 4

That the Assistant Chief Executive (Citizens and Communities) ensures that a mid-year and end of year audit of the funding allocated by Community Committees against the priorities set out the Community Plan is undertaken at a formal meeting of the Community Committees.

36. During our inquiry, we also discussed the management of ward based initiative funding and acknowledged that this funding is not managed by Communities Teams as the relationship is directly between Finance and the

relevant Ward Members. However, in terms of transparency we believe that details surrounding ward based initiatives funding should also be shared with Community Committees as well as details surrounding the expenditure of capital monies, including clear guidance on how this funding can be used.

Recommendation 5

That the Assistant Chief Executive (Citizens and Communities) develops a reporting mechanism which allows Community Committees to be kept fully aware of how relevant ward based initiative funding and capital monies are being spent within their localities.

Reviewing the administration of Youth Activity Funding.

37. In May 2013 the delivery of the Youth Activity Fund for children and young people was delegated to Area Committees. The task was to promote commission and evaluate local opportunities for children and young people aged 8-17 years in line with the needs and priorities of the area with support from Children's Services. "Activity" is defined as play, sports, arts and cultural opportunities.
38. The budget for 2013/14 was £250,000, increased to £500,000 for 2014/15 and £500,000 again for 2015/16. Each Community Committee has an allocation based on population of young people, creating a variation of budget



Conclusions and Recommendations

and a fair allocation to each committee. The delegated budget is 'ring fenced' to be spent on youth activities and to include the involvement of children and young people in the decision making process and shaping the needs of community activity.

39. At the time of our inquiry, we acknowledged that the Youth Activity Fund and its application through the new Community Committees was being monitored and reviewed in more detail by the Children's Services Scrutiny Board. During its December 2015 meeting, we noted that the following key issues had been raised:

- An acknowledgement that the application process for youth activity funding was complex and in need of simplifying.
- The need to clearly distinguish between universal and targeted youth activities.
- The need to improve partnership working and consultation with young people by developing links with schools and the Youth Council.
- The need to ensure that children and young people influence the provision of activities at the outset and commission appropriately.
- The need to develop and share good practice across Community Committees and the large variations in participating children and young people in Community Committee areas.
- Further clarification needed in terms of monitoring, outcomes, quality and value for money.

40. In February 2016, the Children's Services Scrutiny Board considered a further update and formally endorsed

that a cross directorate steering group be convened by the new Chief Officer (Communities) to further improve and develop Community Committees funding and support of youth activities through:

- A critical examination and dissemination of best practice with regard to the engagement of children and young people in the decision making processes of Committees on youth activity funding;
- A review of the monitoring requirements of activity providers through the Breeze Culture Network and the insistence of Breeze cards; and
- Simplifying the process and bringing the applications for Youth Activity Funding and Community Committee Wellbeing funding together and removing the need for duplication of applications for each area for City wide providers.
- Ensuring the steering group had school and elected member representatives
- A review of engagement and marketing techniques to ensure that the maximum number of children and young people are made aware of activities and participate.

41. As part of our own monitoring processes linked to this inquiry, we will continue to liaise closely with the Children's Services Scrutiny Board regarding the application of the Youth Activity Fund by Community Committees.



Conclusions and Recommendations

Service delegations.

42. 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.

43. The Constitution sets out areas of Leeds City Council service delivery where there is a concurrent delegation of responsibility to the relevant service director and the Community Committees. These are:

Service	Director
Community Centres	Assistant Chief Executive (Citizens and Communities)
CCTV	Director of Environment and Housing
Neighbourhood Management Coordination	Assistant Chief Executive (Citizens and Communities)
Street cleansing & Environmental Enforcement Services	Director of Environment and Housing
Parks and Countryside	Director of Environment and Housing

44. The delivery of these delegations is taken forward in line with the design principles for Community Committees, which set out the need for services to be locally led or influenced, and that local Councillor and stakeholder

improvements can support the improved delivery of services.

45. In these delegated arrangements the service retains the budget and accountability to Executive Councillors, but the local Community Committee led arrangements allow elected members to influence the delivery of services in their localities.

46. In practical terms specific local arrangements are put in place to deliver the delegation which include:

- Service Level Agreements, setting out specific local outputs which members task the service with delivering.
- Sub Group oversight of service delivery. This approach allows direct dialogue by the local members and those delivering the service. It can set local priorities and direction and it is linked to the role of Community Committee Champion.
- Direct decision making by elected members on an aspect of the service e.g. the decisions on the application for free lets at community centres.

47. In acknowledging the success of existing delegations, we agreed during our inquiry to explore potential opportunities to extend the delegation of other service areas to Community Committees. We focused our attention on Highways and Transportation service areas within City Development as such services are generally of high public interest across the localities. We therefore welcomed the contribution of the Chief Highways Officer and Executive Member for Regeneration,



Conclusions and Recommendations

Transport and Planning in undertaking a detailed service analysis exercise whereby we discussed the feasibility of particular services being delegated to Community Committees with the aim of improving service delivery and achieving better local outcomes.

48. In conclusion, we found that there were a number of constraints linked to the administration of many of the service areas within Highways and Transportation. This was primarily due to a significant number of funding streams being ring-fenced to deliver citywide projects and services in accordance with agreed Council policy. As such, the scope for service delegation to Community Committees appeared limited.
49. However, we did acknowledge that there is already direct dialogue between Highways and Transportation officers and local Elected Members in relation to particular service areas, such as traffic management when developing minor schemes within localities.
50. Reference was also made to Highways and Transportation officers engaging closely with Area Leaders and contributing to Neighbourhood Improvement Boards to help raise confidence in local service delivery. In particular, this approach proved very successful in relation to flood risk management services following the devastating effects of Storm Eva in December 2015.
51. However, it was also accepted that there needed to be greater consistency across the city in relation to such engagement processes, with the recognition that Community Committees

and the role of their Community Committee Champions could provide that formal engagement mechanism for seeking Member intelligence and experience in helping to inform local service delivery. In particular, in relation to local traffic management schemes and the development of local flood management schemes.

Recommendation 6

That the Assistant Chief Executive (Citizens and Communities) works closely with the Director of City Development to promote the mutual benefits of engaging closely with Community Committees and Community Committee Champions in gathering local Member intelligence and experience to help inform service delivery within Highways and Transportation. In particular, the development and delivery of local traffic management schemes and the development of local flood management schemes.

Accountability of Community Committees.

52. Community Committees are an important part of the Council's decision-making process and therefore it is vital that we track actions arising from the work of Community Committees to ensure that progress against our local priorities are understood, monitored, reviewed, timely, challenged and have clear accountability.
53. As part of our inquiry, we were therefore pleased to note the introduction of a new performance management framework. In



Conclusions and Recommendations

accordance with this, a report is produced detailing the discussions and actions agreed from the Community Committee. An action tracker for each area is also populated by the relevant service locality lead officer in discussion with Community Committee portfolio Champion and Chair. It is then the responsibility of the service lead to follow up on actions and routinely update the tracker using red, amber, green (RAG) rating approach, and highlighting progress against key actions, what the impact / difference this has made. These updates are carried out within the agreed timescales so the tracker is available for discussion at relevant meetings and forums.

54. The action tracker will also be used to inform Area Update reports for Community Committees and Champions and whilst the local Communities Teams have a role in overseeing the tracker, reviewing and challenging entries, we also recognise the need to ensure that relevant service areas and external partners are also made accountable for actions too. As such, there also needs to be robust monitoring of their actions as part of this tracking process.

Recommendation 7

That the Assistant Chief Executive (Citizens and Communities) ensures that relevant service areas and external partners are also made accountable for actions agreed by Community Committees through robust monitoring of their actions as part of the new action tracker and performance management framework.

55. We also recognise that Community Committee members need to be in charge of their own improvement agenda and sensitive to their local circumstances. We recognise that 'one size does not fit all' and therefore acknowledge that the improvement agenda for each Community Committee will be bespoke and relevant to its own pace of development and circumstances. In this context we understand that each Area Leader is developing, with their staff and the Community Committee chairs, an improvement agenda for each Community Committee to consider and approve.
56. We also acknowledge that the best and most comprehensive reporting mechanism regarding good practice across the Community Committees is contained in the Community Committees' Annual Report. The latest 2014 – 2015 Annual Report was considered during our inquiry ([Click to access report](#)).
57. During our inquiry, we were also pleased to learn about the development of a new Leadership Forum introduced by the Chief Officer for Communities, with the aim of bringing together staff across the Communities Teams.

Embracing partnership working.

58. The Community Committees largely adopted the partnership arrangements inherited from the former Area Committees and have adapted and /or added to these arrangements in the light of changing circumstances and priorities.



Conclusions and Recommendations

59. During our inquiry we considered an overview of all the various partnership arrangements operating in conjunction with the Community Committees. We found that detailed examples of the effectiveness of the Community Committee partnership arrangements are also set out in the Leeds Community Committees Annual Report.
60. The partnerships that Community Committees are involved in largely fall into two categories. They are either:
- Strategic partnerships that cover the wider geography of the ENE, the WNW or SE of the city such as the Area Leadership Teams and thematic partnerships on issues such as community safety or health and wellbeing. Membership of these strategic partnerships is made up of local decision makers from services, partner agencies and the voluntary sector. Members of the Community Committees attend either in their role as Chair or champion portfolio holders.
 - Action/delivery focussed partnerships such as local neighbourhood business forums, neighbourhood partnerships and 'tasking' groups. Membership consists of multi-agency frontline delivery officers often with a ward member chairing or leading. Much of the facilitation and servicing of such partnerships is undertaken by the community teams.
61. Community Committees have also identified priority neighbourhoods where they wish to see community outcomes improved. In order to achieve this, various neighbourhood improvement approaches have been used across the city led by the Communities Teams.
62. More recently this has seen the introduction of Neighbourhood Improvement Partnerships and Neighbourhood Improvement Boards in those areas of significant challenge.
63. The local neighbourhood improvement partnerships models may differ but the key functions performed by the Communities Teams include: leading and managing neighbourhood improvement partnerships across the city, data analysis, defining local priorities in conjunction with local stakeholders, collaboratively developing bespoke improvement plans, delivering key improvement projects, implementing community engagement activity in a neighbourhood.
64. We believe that Community Committees have very much embraced partnership working in addressing local priorities; however it is important for Committees to be vigilant that partners are also sharing resources and undertaking robust performance monitoring to demonstrate accountability of agreed shared outcomes.
65. During our inquiry, particular reference was made to the relationship between Community Committees and Cluster Partnerships and the recognition that there is currently no formal reporting mechanism between the Cluster Partnerships and the Community Committees. In particular, Elected Members would welcome a greater understanding of the key issues facing children and families within their localities and of the future funding



Conclusions and Recommendations

arrangements of schools as they move towards greater autonomy in the form of academies.

66. Cluster Partnerships and Community Committees also have much in common in addressing the improvement agenda for local communities and therefore it would be mutually beneficial to strengthen joint commissioning of services aimed at addressing the key obsessions set out within the Children and Young Peoples Plan. We therefore recognised the need to explore further opportunities for strengthening links between the Cluster Partnerships and Community Committees.

Recommendation 8

That the Assistant Chief Executive (Citizens and Communities) works closely with the Director of Children's Services to explore opportunities for strengthening links between the Cluster Partnerships and Community Committees.

Strengthening links with Parish and Town Councils.

67. There are 32 parish and town councils in the Leeds Metropolitan District, which play an important role in maintaining and improving local services and facilities, supporting local voluntary organisations and activities, and influencing and lobbying on local development. Good partnership working between the Community Committees and parish and town councils therefore presents an additional opportunity to achieve the council's ambition to achieve a substantial and lasting shift towards local

democracy. By working closely together, the Community Committees and parish and town councils make a vital contribution to the wellbeing of the communities they serve.

68. To reflect this relationship, the current Parish and Town Council Charter stipulate that each Community Committee will establish a mutually acceptable consultative and/or liaison arrangement with the local councils in its area.
69. The Charter also states that, as appropriate, local councils will be consulted on the draft Community Committee Plans, as it may affect their community, and their comments reported to the relevant Community Committee.
70. During our inquiry, we welcomed the contribution of local Parish and Town Council representatives in sharing their views from an external partnership perspective. Particular reference was made to the productive working relationships through the Outer North East Parish and Town Council Forum which provides a mechanism for regular engagement and opportunities for discussion and collaborative working on issues of common interest to the parishes. We note that this forum was highlighted as a model of good practice by the former Safer and Stronger Communities Scrutiny Board following its review into the council's relationships with Parish and Town Councils in 2013.
71. However, we were concerned to learn that direct communication links between the parish and town councils and their respective Community Committees still require improvement, with references



Conclusions and Recommendations

made to some parish and town councils not receiving any information, including minutes of meetings, in relation to the work of their respective Community Committees. This clearly needs addressing to ensure that robust communication mechanisms are put in place in accordance with recommendations made previously by Scrutiny and in ensuring that Community Committees are complying with the Parish and Town Council Charter.

Recommendation 9

That the Assistant Chief Executive (Citizens and Communities) works with the Area Leaders to ensure that robust communication mechanisms between Community Committees and local Parish and Town Councils are put in place in accordance with recommendations made previously by Scrutiny and in ensuring that Community Committees are complying with the Parish and Town Council Charter.

Engaging effectively with local communities.

72. It is vital that local residents are fully engaged in the work of Community Committees and this is linked to the ability of Community Committees to identify key areas of priority within their localities that will encourage greater interest and involvement of local communities.

73. We acknowledge that the Communities Teams also have a lead role in this regard in terms of publicising the work of

the Community Committee. This involves providing information, campaigns and member briefings for a range of media including: utilising social media platforms, consistent use of logos and branding, facilitating media opportunities including radio, TV, online and print, attending and organising events, Community Committee newsletters.

74. However, during our inquiry we emphasised the importance of ensuring that basic practices are also carried out effectively, such as publicising details of events and meetings and responding to requests from residents to receive feedback from such events or to be kept regularly updated on the work of their Community Committee. In doing so, this will assist in building confidence in the role and work of Community Committees.

Recommendation 10

That the Assistant Chief Executive (Citizens and Communities) works with the Area Leaders to ensure there are consistent processes in place for publicising details of Community Committee events and meetings and responding to public requests for feedback or to be kept regularly updated on the work of their Community Committee.



Evidence

Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Report of the Assistant Chief Executive (Citizens and Communities) to the Citizens & Communities Scrutiny Board on the Development of Community Committees – Session 1 Report. 18th January 2016.
- Report of the Assistant Chief Executive (Citizens and Communities) to the Citizens & Communities Scrutiny Board on the development of Community Committees – Session 2 Report (Partnerships). 15th February 2016.
- Report of Chief Officer Communities to the Scrutiny Board Working Group on funding and decision making responsibilities of community committees. 15th March 2016.
- Highways and Transportation Service Analysis 2016/17.



Evidence

Dates of Scrutiny

Scrutiny Working Group – Scoping exercise - 19th August 2015
Scrutiny Board Meeting – Agreeing terms of reference – 14th September 2015
Scrutiny Board Meeting – Session 1 of the inquiry – 18th January 2016
Scrutiny Board Meeting – Session 2 of the inquiry – 15th February 2016
Scrutiny Working Group – Sessions 3 of the inquiry – 15th March 2016

Witnesses Heard

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Member for Communities
- Councillor Richard Lewis – Executive Member for Regeneration, Transport and Planning
- Shaid Mahmood, Chief Officer for Communities
- Rory Barke, Area Leader (Corporate)
- Martin Dean, Area Leader
- Baksho Uppal, Area Leader
- Lucy Jackson, Consultant in Public Health
- Joanne Davis, Health Improvement Principal, Public Health
- Tim Taylor, Health and Wellbeing Improvement Manager, Public Health
- Sue Rumbold, Chief Officer Partnership Development and Business Support, Children's Services
- Mary Armitage, Targeted Services Area Lead, Children's Services
- Mick Ward, Interim Chief Officer, Commissioning, Adult Social Care
- Helen Freeman, Chief Officer Environmental Action
- Paul Maney, Head of Strategy, City Development
- Martyn Stenton, Area Head of Targeted Services
- Gary Bartlett, Chief Highways Officer
- Graham Fisher, Principal Financial Manager, Strategy and Resources
- Councillor Claire Hassell, Barwick & Scholes Parish Council
- Councillor Nick Fawcett, Clifford Parish Council



Appendix 1

Leeds City Council's Community Committees

Inner East Community Committee

Burmantofts and Richmond Hill
Gipton and Harehills
Killingbeck and Seacroft

Outer West Community Committee

Calverley and Farsley
Farnley and Wortley
Pudsey

Inner North East Community Committee

Chapel Allerton
Moortown
Roundhay

Outer North East Community Committee

Alwoodley
Harewood
Wetherby

Outer East Community Committee

Cross Gates and Whinmoor
Garforth and Swillington
Kippax and Methley
Temple Newsam

Inner South Community Committee

Beeston and Holbeck
City and Hunslet
Middleton Park

Outer South Community Committee

Ardsley and Robin Hood
Morley North
Morley South
Rothwell

Inner North West Community Committee

Headingley
Hyde Park and Woodhouse
Weetwood

Outer North West Community Committee

Adel and Wharfedale
Guiseley and Rawdon
Horsforth
Otley and Yeadon

Inner West Community Committee

Armley
Bramley and Stanningley
Kirkstall

Scrutiny Board (Citizens and Communities)
The development of Community Committees
May 2016
Report author: Angela Brogden



www.scrutiny.unit@leeds.gov.uk

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Scrutiny Inquiry into the development of Community Hubs

Draft Report



Contents

	Page(s)
1. Desired Outcomes and Recommendation Summary	3 - 4
2. Introduction and Scope	5 - 6
3. Conclusions and Recommendations	7 - 18
4. Evidence	19 - 20
5. Appendix 1 – An overview of the different types of Community Hub provisions	21
6. Appendix 2 – An overview of the sites identified for the Phase 2 roll out of Community Hub provision.	22
5. Appendix 3 – An outline of the Leeds Integrated Healthy Living System model of care.	23



Desired Outcomes and Recommendations

Desired Outcome – That there is a clear assessment and delivery model in place linked to the Community Hub ‘Mobile’ type provision.

Recommendation 1 – That the Assistant Chief Executive (Citizens and Communities) urgently progresses the development of a clear assessment and delivery model linked to the Community Hub ‘Mobile’ type provision.

Desired Outcome – That local Parish and Town Councils are actively engaged in the development and roll out of the Community Hub network.

Recommendation 2 – That the Assistant Chief Executive (Citizens and Communities) works closely with the Chief Officer Customer Access and the Area Leaders to ensure that, where appropriate, local Parish and Town Councils are also actively engaged in the development and roll out of the Community Hub network.

Desired Outcome – That all possible options are explored within the Council to assist in providing affordable transportation facilities for customers requiring access to Community Hub provisions.

Recommendation 3 – That the Assistant Chief Executive (Citizens and Communities) leads on working with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.

Desired Outcome – That there is a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Community Hub approach.

Recommendation 4 – That in moving forward and delivering the network of Community Hubs, the Assistant Chief Executive (Citizens and Communities) ensures that a more systematic and strategic approach towards maximising resources and integrating services with other key partners is developed.



Desired Outcomes and Recommendations

Desired Outcome – That the Community Hub approach continues to be acknowledged as part of the on-going development of new care models in Leeds.

Recommendation 5 – That the Assistant Chief Executive (Citizens and Communities) champions the added benefits of the Community Hub approach linked to the on-going development of new care models in Leeds and also seeks to ensure that associated development processes include representation from the Citizens and Communities directorate in this regard.

Desired Outcome – That the good practices recognised within existing Community Hub provisions are taken forward as part of the on-going development of the Community Hub network.

Recommendation 6 – That the Assistant Chief Executive (Citizens and Communities) acknowledges those good practices identified by Scrutiny within the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these include the following:

- The promotion of self-serve facilities
- Provision of interpretation services
- Staff floor-walking
- Incorporating 'social zones' into the hub design layout

Desired Outcome – That the lessons learned from existing Community Hub provisions are taken forward as part of the on-going development of the Community Hub network.

Recommendation 7 – That the Assistant Chief Executive (Citizens and Communities) acknowledges the key issues raised by Scrutiny stemming from the lessons learned from the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these involve the following:

- Undertaking detailed liaison between all parties in agreeing the hub design layout;
- That the design and location of enquiry booths provide sufficient privacy;
- That the financial modelling process factors in the full costs of developing a new site;
- Undertaking more publicity and marketing of future site developments;
- Exploring a more efficient way of allocating funds for the development of sites.



Introduction and Scope

Introduction

1. Under the banner of Citizens@Leeds, the Citizens and Communities directorate continues to lead on delivering the Community Hub approach across the city. This is in line with the council's ambition to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact.
2. Phase 1 of this approach involved the development of three pathfinder Community Hubs. These include the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley, all of which have been operational Community Hubs since 1st April 2014.
3. Whilst the Phase 1 work still continues to be central in providing a 'blueprint' for the future development of the Hub network across the city, future phases will see the development of the Community Hub approach into 3 'types' of provision (Community Hub Extra; Community Hub Local; and Community Hub Mobile).
4. As such, we agreed to assist the Citizens and Communities directorate in evaluating the strengths and weaknesses of the pathfinder Community Hubs from a buildings and infrastructure perspective in order to inform future phases for the roll out of the Community Hub network.
5. In doing so, we valued the contribution of a wide range of witnesses to our inquiry. In particular, we welcomed the openness and honesty of existing 'front of house' staff within the three pathfinder Hubs in terms of sharing their experiences and

ideas with Scrutiny. We also undertook site visits to the three pathfinder Community Hubs to experience first-hand the variety of services and facilities that are available as part of the Community Hub approach.

Scope of the Inquiry

6. The terms of reference for our inquiry were agreed in September 2015 and set out the key purpose of this inquiry, which was to make an assessment of and, where appropriate, make recommendations on the following areas:
 - The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
 - The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
 - Service user feedback in terms of the model delivering a more integrated service.
 - Community hub building standards and any minimum requirements for future proposed sites.
 - The flexibility of the community hub model in encouraging closer integration with partner services.
 - Opportunities for strengthening integration with health sector partner services, exploring



Introduction and Scope

existing good practice to demonstrate the mutual benefits to be gained.

Best Council Plan

7. Linked to the Citizens@Leeds agenda, the on-going development of the Community Hub approach very much addresses a number of Best Council Plan objectives in terms of supporting communities and tackling poverty and promoting sustainable and inclusive economic growth.
8. The Citizens@Leeds agenda also plays a key role in supporting delivery of the Safer and Stronger Communities Plan, the Children's and Young People's Plan, the Child Poverty Action Plan and the Leeds Joint Health and Wellbeing Strategy all of which have a strong focus on addressing debt, maximising income through helping people into work, moving people and families out of poverty and providing facilities and services which help address social isolation.

Desired Outcomes, Added Value and Anticipated Service Impact

9. In evaluating the strengths and weaknesses of the existing pathfinder Community Hubs, the findings and recommendations arising from our inquiry will assist the Citizens and Communities directorate as it continues to develop the Community Hub approach and achieve the council's ambition to have effective Community Hub provision across the city.

Equality and Diversity

10. The Equality Improvement Priorities 2016 to 2020 have been developed to ensure that the council meets its legal duties under the Equality Act 2010. The priorities will help the council to identify work and activities that help to reduce disadvantage, discrimination and inequalities of opportunity to achieve its ambition to be the best city in the UK.
11. Equality and diversity issues have been considered throughout this scrutiny inquiry and the individual, organisation or group responsible for implementation or delivery of the recommendations arising from this inquiry should also give due regard to equality and diversity and where appropriate, an equality impact assessment will be carried out.



Conclusions and Recommendations

Embracing new ways of working.

12. Clearly our ambition is to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact. To achieve this, the Community Hub model focuses on creating a single 'front of house team' to provide the Community Hub workforce. In October 2014, the Executive Board agreed to bring together face to face customer services staff, library assistants, job shop community engagement officers and relevant Housing Leeds colleagues to create this single, sustainable 'front of house' workforce for the Community Hub network.
13. Understandably we acknowledge that in setting out to create this more flexible Community Hub workforce, many staff members were initially apprehensive about these proposed new ways of working. During our inquiry, we liaised directly with a range of staff across the three pathfinder Community Hubs. In sharing their experiences, some explained how they previously felt frustrated in not being able to deal with a range of customer queries which resulted in the customer feeling equally frustrated in having to return at a later date to have their queries dealt with by an appropriate member of staff.
14. With the introduction of Community Hubs, we learned that all staff members receive a skills and capabilities audit to determine training needs and a development plan. Linked to this, we were very pleased to learn that staff members are now embracing the new ways of working and appreciating the value of working as a team in delivering more integrated services to customers. In particular, the training has provided the opportunity to broaden their skillset and this has resulted in them feeling more confident and empowered to deal with a wider range of customer enquiries.
15. Particular reference was made to the roll out of verification training which has enabled a wider range of staff to deal with benefit enquiries. In doing so, this has meant that enquiries can now be dealt with during the full course of the working day, when previously any enquiries after 4 pm would need to be followed up by a Customer Service Officer the following day. This efficiency measure has led to the reduction of enquiries and customers not feeling like they are being moved from one staff member to another.
16. With the integration of Customer Services and Library teams, the Community Hub approach has also led to additional efficiencies that have enabled the extension of library opening times at certain sites across the city with no increase in resource.
17. During our inquiry, we also acknowledged that a new role of Senior Customer Services Officer has been developed and piloted within the Community Hubs. These roles integrate the existing Customer Service role and the Job Shop role and have proved successful at helping people to get into work as often their barriers to work are related to other issues such as debt and money worries. Since its introduction,



Conclusions and Recommendations

we were very pleased to learn that this new role has enabled the Council to run more job shop provision across the city and is also being used to supplement the resource in place to ensure the delivery of the Council Tax Support Scheme.

Developing the flexibility of the Community Hub model.

18. The Phase 1 work involving the three pathfinder Community Hubs still continues to be central in providing a 'blueprint' for the future development of the hub network across the city. However, in moving forward, we learned that future phases will see the development of the Community Hub approach into 3 'types' of provision: Community Hub 'Extra', Community Hub 'Local' and Community Hub 'Mobile'. Appendix 1 outlines in detail the level of service customers can expect from each of the three types of Hubs. However, a summary of this provision is set out below.

Community Hub 'Extra'.

19. These sites will be the largest Community Hubs within the network and will strive to deliver the full range of Council and Partners services. The three pathfinder sites are typical examples of this type of provision and it is envisaged that there will be approximately 7 of these sites across the city.

Community Hub 'Local'.

20. We note that these sites will be the smaller, more local Community Hubs. In terms of numbers, this category will form the bulk of Community Hubs across the city as One Stop Centres, Libraries and Housing Management Offices are redesigned to become Community Hubs. Although they will not provide the full range of Council and Partner services that the Community Hub 'Extra' sites do, we acknowledge that they will provide those services that are most required by local people. They will also be linked to their nearest Community Hub 'Extra' site so that all customers can get the full range of service available irrespective of where they first access services.

Community Hub 'Mobile'.

21. We were particularly interested in the development of the Community Hub 'Mobile' provision, which will be based on 'pop-up' provision in local areas where physical Community Hubs are not present but there is currently un-met demand for access to Council and Partner services. Although this mobile provision will provide the most limited access of the three types of provision, the team delivering the mobile service will be based out of one or more of the Community Hub buildings (Extra and/or Local) and will therefore be able to maintain relationships with customers; building trust and relationships with them so that in time people will access services at one or more of the physical Hub sites.

22. We also acknowledged that another aspect of mobile provision will be through the mobile library service as



Conclusions and Recommendations

responsibility for this service transferred to the Citizens and Communities directorate in March 2016 with the aim of extending this across the city.

23. During our inquiry, we were pleased to receive positive feedback from members of staff that had delivered this type of 'pop-up' provision, with real examples given of how this provision has helped members of the public to access life changing support. However, in moving forward with this approach, we also acknowledged the need for IT systems to be developed to improve staff access to information systems remotely.

24. In terms of identifying the need for this type of provision, we also noted that previous provisions had been put in place based upon informal assessments or in response to requests. This was primarily due to the fact that a clear assessment and delivery model for this type of provision was still yet to be developed. As we continue to roll out the hub network across the city, we believe that this type of provision will be in much demand, particularly within areas across the city struggling to identify appropriate assets and resources to accommodate the more comprehensive Community Hub 'Extra' and Community Hub 'Local' provisions. As such, we recognised the need for an assessment and delivery model linked to the Community Hub 'Mobile' type of provision to be progressed urgently.

Recommendation 1

That the Assistant Chief Executive (Citizens and Communities) urgently progresses the development of a clear assessment and delivery model linked to the Community Hub 'Mobile' type provision.

Roll out of the Community Hub model.

25. Whilst we welcome the ambition to have Community Hub provision across the city, we are also mindful of the Council's financial constraints in terms of the speed of delivering citywide provisions. As such, we acknowledge the importance of targeting current available resources within communities where there is the greatest need.

26. Linked to this, we learned that the Council is working closely with the Leeds Institute for Data and Analytics (LIDA) and the University Of Leeds School Of Geography to look at a more systematic profiling of customer contact and local need across the city to ensure that Community Hub provision (both physical and pop-up) is located in the most suitable locations for people to access. This will be done in the first instance through an MSc student from the School of Geography working with the Council from January 2016 on developing an analytical and spatial model.

27. As well as determining local need, we also appreciate the Council's approach in exploring existing provision of co-located services where action can be taken now to move to develop this provision into Community Hubs – this effectively covers those sites where there are already co-located services such as a One Stop Centre and a Library or a Library and a Job Shop.

28. These factors have therefore helped to inform the Phase 2 roll out of the Community Hub network and details of



Conclusions and Recommendations

the 12 sites identified as part of this Phase were shared with us during our inquiry and are outlined in Appendix 2.

29. Using the Pathfinders as blueprints, we were pleased to learn that all Hub colleagues working at the Phase 2 sites are already working together on developing ideas and proposals to make their Community Hub a trusted place for local people where customers can access many services in an integrated and accessible way.
30. We recognise that the role of local ward members and community committees is also crucial to the successful roll out of the Community Hub network as they can provide local community leadership and engage with key local service providers and partners to ensure that such provisions are reflective of local need and deliver services that meet the demands of local residents. As such, we were pleased to learn that early discussions have already been undertaken with local wards members and community committees on the development of the pathfinders and the proposed Phase 2 developments, including the introduction of quarterly ward member meetings.
31. However, we also recognised the value of engaging closely with relevant Parish and Town Councils as these are regarded as the grass-roots level of local government and therefore also aim to provide a voice for local communities and help people feel more involved in the decisions that affect them.

Recommendation 2

That the Assistant Chief Executive (Citizens and Communities) works closely with the Chief Officer Customer Access and the Area Leaders to ensure that, where appropriate, local Parish and Town Councils are also actively engaged in the development and roll out of the Community Hub network.

32. We acknowledge that Community Hub provisions need to be located in the most suitable locations for people to access. However, we are mindful that as this provision continues to be rolled out, this may become harder to achieve. As such, we discussed other options aimed at improving accessibility to Community Hub provisions without the customers incurring significant travel costs.
33. Linked to this, we acknowledged that the council is already in discussion with Metro to pilot a scheme which offers free day passes for buses used to access these provisions. Whilst welcoming this initiative, we also discussed other potential transport opportunities, such as providing an affordable shuttle bus service for customers to utilise.
34. We therefore believe there is merit in liaising with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.



Conclusions and Recommendations

Recommendation 3

That the Assistant Chief Executive (Citizens and Communities) leads on working with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.

35. In consideration of the sites for Phase 2, we noted that there are many libraries that are not part of this Phase. However, we were pleased to learn that in relation to these, a Community Hub 'Lite' approach (the first step in becoming a Community Hub 'Local') is also being adopted for delivery to coincide with the work being done on the Phase 2 sites. In the main, this Community Hub 'Lite' approach will focus work in each Library on the following activities:

- Training library staff to provide help and support for the more straightforward customer enquiries such as universal job match etc. and thus becoming Community Hub staff.
- Ensuring there is sufficient self-serve capability for customers to access the range of Council and Partner services via the telephone or on-line.
- Extending the range of service that can be accessed from the building including provision of credit union services, access to step change debt charity, provision of jobs and employment boards and the promotion of apprenticeship opportunities.

36. Further to the above, we were informed that conversations have also started through Voluntary Action Leeds (VAL) to identify where and how voluntary and community organisations across the city can become part of this approach. These conversations are still at an early stage but it is hoped that options can be developed that would see Third Sector organisations in the city becoming part of the Community Hub network either as Hubs in their own right or as 'accredited' places where specific / specialist services can be accessed by citizens and communities. Again, we welcome this proactive approach towards trying to achieve our ambition to provide citywide Community Hub provision.

Continuing to maximise resources with other key partners.

37. The integration of council and partner services is a central part of the Community Hub approach in terms of being able to deal with increasingly more complex issues affecting individuals and their families at the first point of contact.

38. During our inquiry, we acknowledged a wide range of joined up working initiatives with other key partners as part of the Community Hub approach. In particular, we welcomed the close working relationship with Leeds City Credit Union in providing accessible Loan Shop services and the co-location of West Yorkshire Police's Local Neighbourhood Police Teams in the three pathfinder sites (with further sites being organised, including Dewsbury



Conclusions and Recommendations

Road and Horsforth). This particular arrangement means the Police are in the local areas they serve and residents can access police services via the Councils customer services team.

39. A central part of the Community Hub approach is also working closely with the Third Sector and we welcome the significant progress made in this regard, particularly with the roll out of the Money Buddies scheme in Community Hubs; the co-location of Victim Support and the Migration Partnership into the City Centre One Stop at 2 Great George Street; and the on-going work with BARCA and other partners on the Bramley Our Place initiative which is focused on improving people's lives on both the Broadlea and Fairfield estates through 'pop-up' provision.

40. During our inquiry, particular reference was also made to the close partnership arrangements with Employment and Skills in locating Job Shops within Community Hub premises to make this service more widely accessible. Through the Hub approach, Job Shops have also been taken to areas of the city where there was no such provision but knowledge existed that local people were requesting this service from the library. These 'pop-up' Job Shops have therefore been delivered in areas including, Horsforth, Moor Allerton, Wetherby and Holt Park.

41. As a Scrutiny Board, we also undertook an in-depth inquiry into the administration of Universal Credit in Leeds. As such, we acknowledged that more work could be done to develop partnership working between Jobcentre Plus and Community Hubs to continue maximising public resources by

improving the accessibility of other Jobcentre Plus services, such as Work Coaches, to assist in administering Universal Credit.

42. We learned that within 5 days of submitting a Universal Credit claim, a claimant should attend an appointment with a Jobcentre Plus Work Coach for an interview. If they do not have the necessary information with them at this interview, they will be asked to provide it or the Service Centre will follow this up where possible. Claimants are also required to see their Work Coach face to face within a Job Centre, in line with existing JSA requirements.

43. We therefore felt there would be merit in exploring the feasibility of co-location and integrating this particular service with the Council's Community Hub model to maximise resources and improve accessibility by offering a wider choice of venues. As such, we formally recommended that the Assistant Chief Executive (Citizens and Communities) works with the DWP's West Yorkshire Work Services District Manager to explore the feasibility of co-location of other services, such as Jobcentre Plus Work Coaches, with the Council's Community Hub model to improve accessibility of services and maximise resources linked to the administration of Universal Credit. We will be monitoring the implementation of this recommendation as part of our formal recommendation tracking process linked to that particular inquiry.

44. More generally, we are mindful that much of the existing partnership working with Community Hubs has primarily stemmed from piloted approaches. In moving forward and delivering the



Conclusions and Recommendations

network of Community Hubs, we believe that the Council needs to be more systematic and strategic in its approach towards maximising resources and integrating services with other key partners.

Recommendation 4

That in moving forward and delivering the network of Community Hubs, the Assistant Chief Executive (Citizens and Communities) ensures that a more systematic and strategic approach towards maximising resources and integrating services with other key partners is developed.

Strengthening links with the health sector.

45. As part of our inquiry, we were keen to explore how the Council can strengthen particular links with the health sector as part of the Community Hub approach. In doing so, we explored existing joined up working initiatives to help understand and promote the key benefits of such integrated working practices. Linked to this, reference was made to two particular pilot schemes. This included the 'pop-up' scheme at Thornton Medical Practice in Armley and the Social Prescribing model of care being piloted by the Leeds North Clinical Commissioning Group.

46. As part of the pilot scheme at Thornton Medical Practice, this GP practice allocates a room within its premises for a Customer Service Officer to utilise. This provides a direct route of referral should a GP recognise any underlying social problems linked to a patient's health and

wellbeing that could be addressed by accessing advice and support from council services, such as debt or housing advice. During our inquiry, we received a written endorsement from a GP at the Practice in terms of the positive outcomes this has already achieved regarding on the welfare of their patients. As such, we noted that this GP Practice also welcomes referrals to this service from any source and therefore individuals are not required to be registered with Practice.

47. In monitoring outcomes from this service, we also learned that the individuals meeting with the Customer Service Officer at the Thornton Medical Practice are also informed about the wider services being provided at the Armley Hub and are being encouraged to attend there too.

48. In relation to the Social Prescribing model of care being piloted by the Leeds North Clinical Commissioning Group, this forms part of a transformative approach to care that relieves pressure on the NHS and supports people to connect with their communities to lead the healthiest lives possible. Social prescribing is a non-medical, community-based intervention that offers the opportunity to provide alternatives or enhancements to primary care. It is therefore a more holistic approach to supporting a person's health and wellbeing.

49. This model of care stemmed from the feedback of GPs in terms of identifying patients with wider social issues but not feeling equipped to refer them to appropriate support services. Key to the success of this model was also the introduction of a new Wellbeing



Conclusions and Recommendations

Coordinator role to work with a raft of community providers including the voluntary sector, local authority and NHS services in helping people access this type of non-medical support and improve their quality of life.

50. In supporting the work of the Wellbeing Coordinators, a central Hub was also required and people are able to access the service either via their GP practice or by contacting the central Hub directly. We learned that the Reginald Centre provides this central hub facility and as such, this has also presented opportunities to strengthen links between the Wellbeing Coordinators and the Council services already located in the building.

51. In welcoming this approach, we were pleased to learn that commissioners across the 3 Leeds Clinical Commissioning Groups are now forming plans to roll out this model of care citywide. Linked to this, we learned that a project development officer would also be put in post to identify potential gaps in service in delivering this model of care as well as evidencing levels of responses from the NHS and also through the Community Hubs. In helping to support a future permanent service, we also learned that a robust evaluation of the pilot will be undertaken by York St John University to provide this evidence base.

52. As well as acknowledging the positive outcomes arising from these two particular initiatives, we were also able to witness first-hand the added benefits of having health and social care services co-located with council services when we visited the three pathfinder Community Hubs. However, despite

such efforts to co-locate health and council services, we believe there are still barriers, particularly within the health sector, in achieving true integration of services and the maximisation of available public resources in delivery services to the community.

53. In moving forward with this agenda, we learned about the development of a new model called the 'Leeds Integrated Healthy Living System' (see appendix 3) which principally aims to promote the concept that there is 'no wrong front door' to accessing information and a range of health support provision. We were particularly pleased to note that this model very much recognises the value of Community Hubs as being one of the settings whereby individuals should feel encouraged and supported in taking the next steps towards accessing support and engaging in a variety of activities. In addition, it is acknowledged that Community Hubs could also provide the venue for such activities too.

54. In addition to this, we were also informed that new care models were in the early stages of development in Leeds West. Such models are again based on the principle of providing wrap-around facilities to provide holistic care services. In particular, it recognises the importance of partnership working in local areas across GP practices, NHS trusts, council services and the voluntary sector.

55. Commissioners and provider organisations across the NHS, Adult Social Care and Leeds City Council in Leeds West have therefore come together as Community Wellbeing



Conclusions and Recommendations

Leadership Teams to develop these new care models and we were pleased to note that the membership of these teams are to include Community Hub representation as well as relevant Ward Councillors and Community Committee Health Champions. As such, we recognise this as another key opportunity to champion the added benefits of the Community Hub approach and help address barriers towards achieving true integration of services between the health sector and key council services.

Recommendation 5

That the Assistant Chief Executive (Citizens and Communities) champions the added benefits of the Community Hub approach linked to the on-going development of new care models in Leeds and also seeks to ensure that associated development processes include representation from the Citizens and Communities directorate in this regard.

Taking forward existing good practice and lessons learned.

56. Our primary aim in undertaking this inquiry was to assist the Citizens and Communities directorate in evaluating the existing pathfinder Community Hubs with a view to identifying areas of good practice that we should be continuing to embrace and also any issues that require further attention based around the lessons learned to-date. A summary of our key findings is therefore set out below.

57. We believe that the following key practices should be maintained:

The promotion of self-serve facilities.

58. We were pleased to note that Community Hub staff are actively promoting the existing self-serve facilities that are available within the Hub premises and also services accessible remotely, such as the 'library at home' service. In doing so, this will inevitably assist in reducing the need for customers to queue for assistance and will also help alleviate pressures on staff.

Provision of interpretation services

59. We were very pleased to acknowledge the existing provisions aimed at addressing language barriers so that customers' needs are addressed at the point of enquiry. In particular, we welcomed the provision of video phones within the hub premises which enable sign language users to access interpreters too.

Staff floor-walking

60. We were able to witness staff adopting this approach during our visits to the pathfinder Community Hubs and found that staff were proactively approaching customers to direct them to where their enquiries can be dealt with appropriately, which may involve directing customers to use self-service facilities or even being able to deal with the customer's enquiry themselves.



Conclusions and Recommendations

Incorporating 'social zones' into the hub design layout

61. It is important for Community Hubs to promote a relaxed and informal atmosphere in order to appeal to a wide range of customers and make them feel comfortable. Similar to the concept of Social Enterprise Cafes, we found during our visits that the designated social zones were helping to achieve this desired effect.

Recommendation 6

That the Assistant Chief Executive (Citizens and Communities) That the Assistant Chief Executive (Citizens and Communities) acknowledges those good practices identified by Scrutiny within the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these include the following:

- The promotion of self-serve facilities
- Provision of interpretation services
- Staff floor-walking
- Incorporating 'social zones' into the hub design layout

62. In taking forward lessons learned to-date, we particularly identified the need to address the following issues:

Undertaking detailed liaison between all parties in agreeing the hub design layout.

63. We acknowledge that combining library requirements with Community Hub requirements is a key challenge and therefore it is vital that the best and most

intuitive design layout for a co-located Library and One Stop Centre is agreed by all parties. During our inquiry, particular reference was made to the initial design layout at Yeadon which consequently led to staff feeling that it was not providing sufficient privacy for the One Stop Centre enquiries.

That the design and location of enquiry booths provide sufficient privacy.

64. Confidentiality is identified as a key training element as it is vital that staff are discrete and make customers feel comfortable in discussing what are often particularly sensitive issues. Linked to this, it is therefore paramount that the design and location of enquiry booths within the Hub premises also help to achieve the levels of privacy expected by the customer.

That the financial modelling process factors in the full costs of developing a new site.

65. In acknowledging that future Community Hub sites are unlikely to be purpose built like St George House, we recognised the need to ensure that the financial modelling process factors in the full range of costs, including building costs and furniture and fittings for the public area, including library shelving. Linked to this, we acknowledge that many of the existing library buildings have historically been in need of restoration and modification works.

Undertaking more publicity and marketing of future site developments.

66. This is particularly relevant in relation to the development of an existing library building. Some library customers may



Conclusions and Recommendations

not want to see any changes or improvements to the libraries and will therefore need to be reassured that the Library, and local services, will be better than before. This also links very closely to the points we made earlier in our report regarding the vital role of Community Committees and Parish and Town Councils in assisting to champion the Community Hub model.

Exploring a more efficient way of allocating funds for the development of sites.

67. A particular example was cited in relation to the sale of Micklefield House (previous location of the One Stop Centre) which was used to fund the move of the One Stop Centre into Yeadon Library. In doing so, the ring-fencing of these funds to relocate the service needed to be formally approved by the Executive Board. In moving forward with the roll out of the Community Hub network, we believe that a more effective process should be considered to automatically agree the funding approach of future developments including the ring-fencing of funds.

Recommendation 7

That the Assistant Chief Executive (Citizens and Communities) acknowledges the key issues raised by Scrutiny stemming from the lessons learned from the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these involve the following:

- Undertaking detailed liaison between all parties in agreeing the hub design layout;
- That the design and location of enquiry booths provide sufficient privacy;
- That the financial modelling process factors in the full costs of developing a new site;
- Undertaking more publicity and marketing of future site developments;
- Exploring a more efficient way of allocating funds for the development of sites.

68. In conclusion, our inquiry has shown that there is widespread support both within the Council and amongst partners and stakeholders that the Community Hub model represents a key capability for delivering more integrated and accessible services within the city.

69. We also agree that the direction of travel is correct and that Community Hubs will ensure that the council is able to meet the key principles of the integrated and accessible services proposition around simple and easy access to a range of council and partner services, which are locally influenced and designed to ensure that in the majority of cases the customer / citizen has their needs met at the first point of contact.



Conclusions and Recommendations

70. As such, we remain committed to assisting the Citizens and Communities directorate in achieving our ambition to have effective Community Hub provision across the city.



Evidence

Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Report of the Assistant Chief Executive (Citizens and Communities) to Executive Board on Citizens@Leeds: Delivering Community Hubs across the city – Progress Update. 15 July 2015.
- Report of the Assistant Chief Executive (Citizens and Communities) to the Citizens & Communities Scrutiny Board on Community Hubs – Session 1 Report. 9th November 2015.
- Presentation on Community Hubs – Standards & Design. 14th January 2016.
- Briefing paper on developing new models of care in Leeds West.



Evidence

Dates of Scrutiny

Scrutiny Working Group – Scoping exercise - 19th August 2015
Scrutiny Board Meeting – Agreeing terms of reference – 14th September 2015
Scrutiny Board Meeting – Session 1 of the inquiry – 18th January 2016

Site visits (Session 2 of the inquiry):

- St George's Centre – 23rd November 2015
- Armley One Stop Centre – 30th November 2015
- Compton Centre – 1st December 2015

Scrutiny Working Group – Session 3 of the inquiry – 14th January 2016
Scrutiny Working Group – Session 4 of the inquiry – 24th March 2016

Witnesses Heard

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Member for Communities
- Lee Hemsworth – Chief Officer Customer Access
- Steven Moore – Senior Community Hub Development Manager
- Dayle Lynch – Executive Manager Strategic Asset Management
- Ian Muscroft – Community Hub Development Manager
- Jan Jackson, Community Hub Manager, Inner & Outer West Area
- Nick Hart, North East Community Hub Manager, Reginald Centre
- Jeremy Wainman, Commissioning Manager, NHS Leeds North CCG
- Susan Murray, Head of Customer Contact
- Bev Rice, Head of Library and Information Service
- Josette Ward, Community Hub Manager, Compton Centre
- Tom Booth, Customer Service Team Manager, Compton Centre
- Kamran Aziz, Library Assistant, Compton Centre
- Jacqueline Bolton, Customer Services Officer, Compton Centre
- Jan Jackson, Community Hub Manager, Armley
- Charlotte Batty, Assistant Community Hub Manager, Armley
- Elaine Gibson, Library Assistant, Armley
- Lucy Bain, Library Assistant, Armley
- Chris McLoughlin, Community Hub Manager, St George's Centre
- Janine Lowe-Waterworth, Customer Services Officer, St George's Centre

Appendix 1

	Community Hub 'Extra'	Community Hub 'Local'	Community Hub 'Mobile'
Opening Hours	<ul style="list-style-type: none"> • Open full-time (including weekends). • All services provided when the building is open 	<ul style="list-style-type: none"> • Open full or part-time (including weekends) • All services provided when the building is open 	<ul style="list-style-type: none"> • Varied hours dependent on location. • Services provided based on demand.
Workforce	<ul style="list-style-type: none"> • Multi-skilled front-of-house team. • Triage approach in place; <ul style="list-style-type: none"> ○ Floorwalkers ○ Front Desk ○ Specialist support 	<ul style="list-style-type: none"> • Multi-skilled front-of-house team. • Part-triage approach in place; <ul style="list-style-type: none"> ○ Floorwalkers ○ Front Desk • Specialist support provided on a surgery basis. 	<ul style="list-style-type: none"> • Specialist support dependent on nature of demand.
Services Offered	<ul style="list-style-type: none"> • Full range of Council and Partner services. For example: <ul style="list-style-type: none"> ○ Benefits ○ Council Tax ○ Customer Services, ○ Education, ○ Employments and Skills, ○ Environmental Services, ○ Housing, ○ Library, ○ Registrars, ○ Social Care. ○ Partner Services 	<ul style="list-style-type: none"> • An extensive range of Council and Partner services dependent on local demand, space and availability. For example: <ul style="list-style-type: none"> ○ Benefits ○ Council Tax ○ Customer Services, ○ Education, ○ Employments and Skills, ○ Environmental Services, ○ Housing, ○ Library, ○ Registrars, ○ Social Care. • Specialist Services provided via signposting and/or surgeries. 	<ul style="list-style-type: none"> • Relevant Council Services provided depended on demand. • Specialist Services provided via signposting to appropriate Community Hub 'Extra' or 'Local'.
Partners	<ul style="list-style-type: none"> • Co-location within the building with key partners. For example: <ul style="list-style-type: none"> ○ West Yorkshire Police ○ NHS ○ Leeds City Credit Union. ○ Third Sector <p>Note <i>Partner co-location dependent on agreement and demand.</i></p>	<ul style="list-style-type: none"> • Partner pop-up / surgeries 	<ul style="list-style-type: none"> • Multi-agency approach where appropriate dependent on location and demand.
Self-Serve Options	<ul style="list-style-type: none"> • Self-service PC's • free-phones • Public Wifi • BSL Video phones. 	<ul style="list-style-type: none"> • Self-service PC's • free-phones • Public Wifi 	<ul style="list-style-type: none"> • Signpost to availability at Community Hub 'Extra' and 'Local' sites.
Community Use	<ul style="list-style-type: none"> • Facilities available for use by the Community / local groups. 	<ul style="list-style-type: none"> • Facilities available for use by the Community / local groups. 	<ul style="list-style-type: none"> • Not Applicable



Appendix 2

The sites to be covered within the Phase 2 roll out are as follows:

Area	Community Hub Extra	Community Hub Local
City Centre	<ul style="list-style-type: none">• 2 Great George Street	n/a
Inner & Outer North West	<ul style="list-style-type: none">• Horsforth	<ul style="list-style-type: none">• Otley• Yeadon
Inner & Outer West	<i>Armley Community Hub already in place</i>	<ul style="list-style-type: none">• Pudsey• Bramley
Inner & Outer North East	<ul style="list-style-type: none">• Reginald Centre	
Inner & Outer East	<i>Compton Centre Community Hub already in place</i>	<ul style="list-style-type: none">• Garforth
Inner & Outer South	<ul style="list-style-type: none">• Dewsbury Road <i>St Georges Centre Community Hub already in place</i>	<ul style="list-style-type: none">• Hunslet• Rothwell• Morley



Appendix 3



Scrutiny Board (Citizens and Communities)
The development of Community Hubs
May 2016
Report author: Angela Brogden



www.scrutiny.unit@leeds.gov.uk