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## SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Monday, 10th April, 2017 at 10.00 am

*(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)*

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### MEMBERSHIP

#### Councillors

B Anderson (Chair)	Adel and Wharfedale;
C Campbell	Otley and Yeadon;
R Grahame	Burmantofts and Richmond Hill;
M Harland	Kippax and Methley;
G Hyde	Killingbeck and Seacroft;
J Illingworth	Kirkstall;
K Maqsood	Gipton and Harehills;
M Robinson	Harewood;
R. Stephenson	Harewood;
K Wakefield	Kippax and Methley;
N Walshaw	Headingley;

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*Please note: Certain or all items on this agenda may be recorded*

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**Principal Scrutiny Adviser:**  
**Angela Brogden**  
**Tel: 24 74553**

Produced on Recycled Paper

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p><b>No exempt items have been identified.</b></p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 13TH MARCH 2017</b></p> <p>To confirm as a correct record, the minutes of the meeting held on Monday 13<sup>th</sup> March 2017.</p>	1 - 6
7			<p><b>REDUCING REPEAT CUSTOMER CONTACT - DRAFT SCRUTINY INQUIRY REPORT</b></p> <p>To consider a report from the Head of Governance and Scrutiny Support presenting the Scrutiny Board's draft report following its recent inquiry into reducing repeat customer contact through tackling failure demand.</p> <p>(Draft inquiry report to follow)</p>	7 - 8

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p><b>DEVELOPMENT OF COMMUNITY COMMITTEES - TRACKING OF SCRUTINY RECOMMENDATIONS</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting a progress update on the implementation of the recommendations arising from the previous Scrutiny inquiry into the development of Community Committees.</p>	9 - 20
9			<p><b>DEVELOPMENT OF COMMUNITY HUBS - TRACKING OF SCRUTINY RECOMMENDATIONS</b></p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting a progress update on the implementation of the recommendations arising from the previous Scrutiny inquiry into the development of Community Hubs.</p>	21 - 32
10			<p><b>PHASE 3 - COMMUNITY HUBS</b></p> <p>To receive a report from the Chief Officer Customer Access on the progress made to-date on the Community Hub programme and to consider the key principles on which Phase 3 options can be developed for further consultation with local Ward Members.</p>	33 - 40
11			<p><b>COMMUNITY HUBS - WORK IN JOBSHOPS WITH WORKPLACE LEEDS</b></p> <p>To receive a report from the Chief Officer Customer Access on the work ongoing in Job Shops and Work place Leeds (Leeds Mind) aimed at helping residents with mental health issues prepare for work.</p>	41 - 46
12			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's work schedule.</p>	47 - 64

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p><b>THIRD PARTY RECORDING</b></p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> <li>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</li> <li>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</li> </ul>	

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## SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

**MONDAY, 13TH MARCH, 2017**

**PRESENT:** Councillor B Anderson in the Chair

Councillors C Anderson, C Campbell,  
R Grahame, M Harland, G Hyde,  
J Illingworth, K Maqsood, R. Stephenson,  
K Wakefield and N Walshaw

### **71 Late Items**

There were no late items.

### **72 Declaration of Disclosable Pecuniary Interests**

There were no disclosable pecuniary interests declared to the meeting.

### **73 Apologies for Absence and Notification of Substitutes**

An apology for absence was submitted by Councillor M Robinson.

Notification had been received that Councillor C Anderson was substituting for Councillor M Robinson.

### **74 Minutes - 13th February 2017**

**RESOLVED** – That the minutes of the meeting held on 13<sup>th</sup> February 2017 be approved as a correct record.

### **75 Migration in Leeds - Tracking of Scrutiny recommendations**

The report of the Head of Governance and Scrutiny Support presented a progress update on the implementation of the recommendations arising from the earlier Scrutiny work around migration in Leeds.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Member for Communities
- Shaid Mahmood, Chief Officer Communities
- Simon Foy, Head of Policy and Development
- Rob Murray, Head of Service – Looked After Children
- Pria Bharba, Commissioning Officer (Migrant Access)
- Dave Brown, Migration Yorkshire

In consideration of the progress made, a position status category was assigned to each recommendation as follows:

- Recommendation 1 – (Cat 2) – Achieved
- Recommendation 2 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 3 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 4 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 5 – (Cat 2) – Achieved
- Recommendation 6 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 7 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 8 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.

In relation to recommendation 7, the Board acknowledged the continued efforts of the Director of Children’s Services in working closely with other local authorities, the Regional Schools Commissioner and the Education Funding Agency to address school funding pressures and anomalies in the funding system linked to supporting migrant children. The Board queried whether the Local Government Association (LGA) was also lobbying government on this matter and agreed to formally write to the Chair of the LGA on this matter.

**RESOLVED –**

- (a) That the report be noted.
- (b) That the Chair writes to the Chair of the LGA to highlight the Scrutiny Board’s concerns regarding existing school funding pressures and anomalies in the funding system linked to supporting migrant children.
- (c) That the above position status categories against each of the recommendations are agreed.
- (d) That a further update report is brought back to Scrutiny within the next 6 months.

**76 Migration Update**

The report of the Assistant Chief Executive (Citizens and Communities) was provided in response to the Scrutiny Board’s request to explore issues relating to immigration in light of the European Union referendum result. The report set out some initial thoughts on the issues that need to be considered in the context of migration in light of the referendum outcome and its potential impact on Leeds.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Member for Communities



- Shaid Mahmood, Chief Officer Communities
- Simon Foy, Head of Policy and Development
- Rob Murray, Head of Service – Looked After Children
- Pria Bharba, Commissioning Officer (Migrant Access)
- Dave Brown, Migration Yorkshire
- Alex Watson, Head of Human Resources
- Emma Browes, Senior HR Business Partner
- Sue Wynne, Chief Officer, Employment and Skills
- Simon Brereton, Economic Development Programme Leader

The key issues raised were as follows:

- *Limitations surrounding data collection* – whilst recognising the importance of robust data collection to assist in quantifying the current position in relation to migration, the Board acknowledged the existing limitations of existing data sources linked to European Economic Area (EEA) migrants. Linked to this, particular reference was made to the work undertaken by the Migration Observatory at the University of Oxford which helps to provide independent analysis of all available data sources.
- *Impact on local labour supply* – the Board acknowledged that employment information regarding EEA migrants is not formally recorded and therefore it would not be possible to provide an accurate position. However, it was considered that EEA migrants do make up a significant proportion of the current local labour force. The Board therefore discussed the potential implication of this, as set out within the report.
- *Current research into business and skills implications* – the Board was pleased to learn that the LEP/West Yorkshire Combined Authority had commissioned research to explore EEA migrant labour in the City Region to assess the business and skills implications from a potential reduction in access to EEA migrant workers and to identify opportunities to develop relevant business support services. The Board requested that the findings arising from this research be shared with Scrutiny once available.
- *Housing implications* – whilst it was reported that housing demand may not be significantly impacted in the short term, the Board was mindful of the Council's continued efforts to still market Leeds as a place to come and train and live and that housing will still be a key factor in this regard.
- *Community Safety* – particular reference was made to the Council's efforts in tackling Hate Crime and whilst acknowledging that the Environment and Housing Scrutiny Board had been receiving more detailed briefings surrounding the current Hate Crime Strategy, it was agreed that further information on this be circulated to this Scrutiny Board too.
- *Taking proactive action corporately* – the Board learned that the Council's Corporate Leadership Team was in the process of identifying key areas that will require further work in light of the EU referendum result as well as

identifying any data gaps that may need addressing. The Board requested that the findings of this work be shared with Scrutiny too.

In conclusion, the Chair welcomed the contribution of everyone to today's discussion and highlighted the importance of Scrutiny maintaining an overview of this important area of work in the new municipal year.

**RESOLVED –**

- (a) That the report be noted.
- (b) That the requests for information be provided.

**77 Council Tax Support Policies**

Following the Scrutiny Board's recent review regarding the development of a new Council Tax Support Scheme, the report of the Assistant Chief Executive (Citizens and Communities) set out proposals relating to Council Tax Support policies for the Board's consideration and comment.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Member for Communities
- Steve Carey, Chief Officer Welfare and Benefits
- Jane McManus, Project Manager (Council Tax Support)

The key issues raised were as follows:

- *Council Tax Support Scheme treatment of earnings* – the Board discussed the potential options available surrounding the treatment of earned income linked to the new Council Tax Support Scheme. In doing so, the Board agreed that the average earnings scheme would be the most appropriate and therefore supported the draft policy outline in this regard.
- *Discretionary Hardship Scheme* – the Board considered and supported the proposed Council Tax Support Discretionary Hardship Scheme as set out within the report.

During this item, the Chair took the opportunity to announce that Steve Carey would be retiring from the Council in May 2017 and thanked him for all the support he has provided to Scrutiny over the years and for his commitment generally within the Welfare and Benefits service.

**RESOLVED –**

- (a) That the Board supports the Council Tax Support Scheme Treatment of earnings policy outline, as set out within the report.
- (b) That the Board supports the proposed Council Tax Support Discretionary Hardship Scheme as set out within the report.

**78 work schedule**

The report of the Head of Governance of Scrutiny Support invited Members to consider the Board's work schedule for the municipal year.

**RESOLVED** – That the work schedule be noted.

**79 Date and Time of Next Meeting**

Monday, 10<sup>th</sup> April 2017 at 10 am (pre-meeting for all Board Members at 9.30 am)

(The meeting concluded at 11.50 am)

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Report author: Angela Brogden  
Tel: 3788661

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Citizens and Communities)**

**Date: 10<sup>th</sup> April 2017**

**Subject: Reducing repeat customer contact through tackling failure demand – draft scrutiny inquiry report**

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. At the beginning of the municipal year, the Citizens and Communities Scrutiny Board agreed to undertake an inquiry into reducing repeat customer contact through tackling failure demand. The terms of reference linked to this review were agreed by the Board in November 2016.
  
2. This inquiry has 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 report will follow and be made available in readiness for today's meeting when Board Members will be asked to formally consider and agree its report.
  
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. Once the Board publishes its final report, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board's recommendations within three months.

## **Recommendations**

5. Members are asked to consider and agree the Board's report following its inquiry into reducing repeat customer contact through tackling failure demand.

## **Background documents<sup>1</sup>**

6. None used

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<sup>1</sup> 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.

**Report of the Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Citizens and Communities)**

**Date: 10<sup>th</sup> April 2017**

**Subject: The development of Community Committees – Tracking of Scrutiny recommendations**

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

**1.0 Purpose of this report**

1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny inquiry into the development of Community Committees.

**2.0 Background information**

2.1 Last year, the Citizens and Communities Scrutiny Board agreed to undertake an inquiry into the development of Community Committees. The inquiry concluded in March 2016 and a report setting out the Scrutiny Board’s findings and recommendations was published in May 2016. This report is available via the Council’s website [\(click to access inquiry report\)](#)

**3.0 Main issues**

3.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

3.2 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required. Details of progress against each of these recommendations are set out within the table at Appendix 2.

#### **4.0 Recommendations**

4.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

#### **5.0 Background documents<sup>1</sup>**

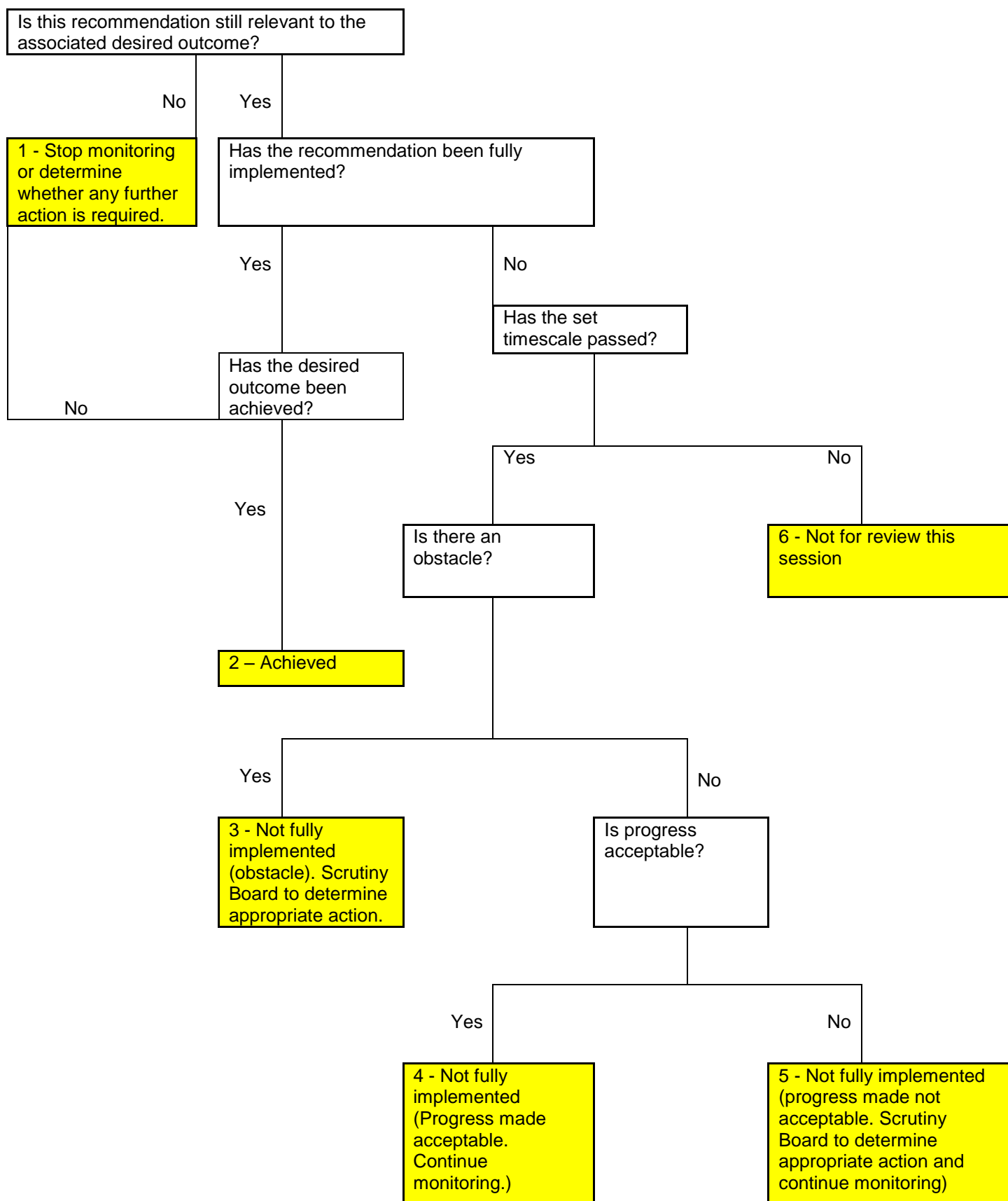
5.1 None.

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<sup>1</sup> 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.



**Recommendation tracking flowchart and classifications:**  
**Questions to be considered by Scrutiny Boards**



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

<p><b>Desired Outcome</b> – That all directorates are committed to providing a dedicated resource in supporting Community Committee Champions to undertake their role effectively.</p>
<p><b>Recommendation 1</b> – 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.</p>
<p><b>Formal response in September 2016:</b></p> <p>Good progress has been made over the previous municipal year. Nevertheless, inconsistencies remain and the Executive Member for Communities and Chief Officer Communities has met with Executive Members to discuss this matter. As a consequence of the feedback they have received, the role description for champions has been simplified and Community Committee Chairs Forum is scheduled to discuss the matter at a forthcoming meeting with invitations to the Chief Officers of key services to attend the meeting. It is recognised that not all services are distributed in a way that allows for geographic responsibilities and also that as services have reduced and continue to reduce their workforce, that changes in personnel have had an impact. Following the forthcoming Chairs Forum meeting we will develop a paper to Corporate Leadership Team inviting Directors to put arrangements in place.</p> <p><b>Current position:</b></p> <p>The Executive Member (Communities) has taken a lead supported by the senior officers to engage directly with chief officers whose roles and services should be supporting community committee champions. At the Community Committee chairs meeting on 20 October 2016 and Friday 18th November the relevant chief officers attended, explained the work undertaken to date and agreed to improvement actions, which were minuted. These actions followed up by the chief officer. Lead officers in all directorates have now been established.</p>
<p><b>Position Status (categories 1 – 6)</b> <i>This is to be formally agreed by the Scrutiny Board</i></p>

**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.

**Formal response in September 2016:**

We will work with services to ensure that Community Committee Champions are well positioned to provide challenge and support to those services.

**Current position**

Community Committee Champions have been engaged in a series of Executive member led workshops, where the Executive member has set out the challenges faced by services, and have agreed their role as champions.

This has been demonstrated by Community Committee champion leadership on some key issues at Community Committees. Examples include:-

- Health and wellbeing developments including the Leeds Health Plan, and the STP;
- The development of a Children and young people’s “obsession” at a local level
- Services challenges in environmental services and the parks service
- The approach of local police, and liaison with Community Committee Champions

This emerging model of Executive Member led teams of Community Committee Champions, gives the opportunity for all champions and chairs to engage with Chief officers and Heads of key services to understand directorate plans, and to influence the impact at Community Committee level.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in September 2016:**

It is recognised that Community Committees derive their authority from full council and also from the Leader of Council through the delegation of specific community committee executive delegations. As a consequence Community Committees can directly make bids which are open to applications from local authorities provided those bids relate to the functions within their remit. Increasingly though, funding streams are becoming available to the Third Sector directly or to consortia of mixed sectors and this means that the Council cannot itself apply directly. However in these circumstances Community Committees have a potential role in facilitating, or taking a lead sponsoring role, on external funding bids or commissioning projects, provided of course that these roles are undertaken in accordance with the Council's risk and financial accountability arrangements.

**Current position:**

The chief officer has made arrangements to better inform councillors and staff about funding opportunities, including a regular update on funding opportunities. Over time it is expected this will lead to more access to funding by local third sector organisations. Funding bids will be reported to community committees as part of the regular update report.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in September 2016:**

This financial information is already reported through the year to the committee. We will review this documentation and prepare an audit style document for half and full year reporting.

**Current position:**

A new audit style report is being prepared, this will build on the remodelled “Delegated Budget Report” which currently provides an account of expenditure and decision making for:

- Wellbeing Fund
- Capital funding
- Youth Activities Funding.

It is envisaged that this will be extended to account for

- Neighbourhood Community infrastructure Levy delegated to the Community Committees

And to give information on the other local funds available, such as the Neighbourhood Community infrastructure Levy delegated to Parish and Town Councils. It is envisaged that this report will be extended to give a fuller account of funding in a community committee area. This will be trialled at the end of the financial year.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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 an information sharing 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.

**Formal response in September 2016:**

Work has been advanced on a mechanism to share information on a range of funding being spent in localities so that Community Committees are aware of the range of funding available to promote local working. A paper will be taken to the Community Committee Chairs Forum for discussion.

**Current position:**

The work described at recommendation 4 will also support the delivery of this recommendation. The remodelled “Delegated Budget Report” currently includes all local capital monies available to members including those delivered by the CRIS scheme. We are seeking chairs’ views and will implement any agreed changes in a revised delegated decision report.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in September 2016:**

Discussions have taken place with the Chief Officer Highways and Transportation and Chief Officer Communities to explore how this might best be delivered. The Community Committee contribution to the consultation on the Transport Strategy following the recent Transport Summit is scheduled for September and will highlight the important role of Community Committees in Highways and Transportation issues. We will seek to build on this opportunity to inform service delivery and provide for improved ward level and regular community committee level reporting.

**Current position:**

Joint actions continue with the Chief Officer for highways and transportation. We have successfully delivered the local approach to the Leeds Transport Conversation, with all 10 Community committees holding workshops and other activities to engage the general public and local stakeholders in the discussion. The highways team report that the involvement of Community Committees has enhanced the effectiveness of this city-wide consultation. Individual community committees and neighbourhood improvement boards have engaged with highways staff both to discuss general highways issues in a committee area, and to consider particular schemes where the public and members have expressed their views. There is a better understanding of the contribution local committees can make to highways related issues. Further discussion on progress will be brought to the June round of community committees.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

<b>Desired Outcome</b> – That there is an effective action tracker system in place that includes the involvement of relevant service areas and external partners.
<b>Recommendation 7</b> – 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.
<p><b>Current position:</b></p> <p>A number of different action trackers are in place across the area teams, depending on the locality and member preferences for presentation of performance data, but all achieve the same purpose of robust monitoring of actions. These are reported to Community Committee sub-groups and champions, and the chairs.</p>
<b>Position Status (categories 1 – 6)</b> <i>This is to be formally agreed by the Scrutiny Board</i>

<b>Desired Outcome</b> – That reporting mechanisms are put in place to assist in strengthening links between Cluster Partnerships and the Community Committees.
<b>Recommendation 8</b> – 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.
<p><b>Formal response in September 2016:</b></p> <p>Much progress has already been made in this area particularly in relation to the engagement of elected members in local cluster arrangements. Nevertheless, it’s recognised that there is more to do and we will explore opportunities with Children’s Services to strengthen links even further.</p> <p><b>Current position:</b></p> <p>Following discussions with children’s services, lead officers have now been appointed and are working with champions and area officers to develop key priorities, for example through the children and family sub-groups.</p>
<b>Position Status (categories 1 – 6)</b> <i>This is to be formally agreed by the Scrutiny Board</i>



**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.

**Formal response in September 2016:**

Scrutiny developed strong recommendations in its inquiry into relationships with Parish and Town Council's that were welcomed by Community Committees and Officers and promoted strengthened arrangements in Leeds. Good links have been formed between PTCs and community committees in line with both the Charter and scrutiny recommendations with the development of engagement forums for discussion on items of mutual interest. It is timely to review our progress and contribution to the Charter principles.

**Current position:**

Communities team staff have developed a programme of visits to meet with the chairs or representatives of Parish and Town Councils, attended by Cllr Coupar, the chief officer and area leader, The first visit took place in late 2016 and further visits are scheduled throughout the start of 2017. Once these visits have taken place a further review of the Charter will be undertaken, taking into account feedback from Parish and Town Councillors.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in September 2016:**

A cross locality communication action plan is in place and is monitored and reviewed. We will confirm that all committees are following best practice and that each committee has an effective approach to capturing resident contact information, in line with the Council's best practice for handling personal information.

**Current position:**

Details of community committees, events and workshops and responses to public requests are regularly published through the ten Facebook pages, the Twitter account, through quarterly newsletters, banners and posters, on partners' social media as well as the governance website (agendas and minutes). Social media is also now being used as a means of public engagement rather than simply a broadcast medium.

We capture contact information from residents who wish to maintain contact and this is undertaken in compliance with data protection.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Report of the Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Citizens and Communities)**

**Date: 10<sup>th</sup> April 2017**

**Subject: The development of Community Hubs – Tracking of Scrutiny recommendations**

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

**1.0 Purpose of this report**

1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny inquiry into the development of Community Hubs.

**2.0 Background information**

2.1 Last year, the Citizens and Communities Scrutiny Board agreed to undertake an inquiry into the development of Community Hubs. The inquiry concluded in March 2016 and a report setting out the Scrutiny Board’s findings and recommendations was published in May 2016. This report is available via the Council’s website ([click to access inquiry report](#)).

**3.0 Main issues**

3.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

3.2 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required. Details of progress against each of these recommendations are set out within the table at Appendix 2.

#### **4.0 Recommendations**

4.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

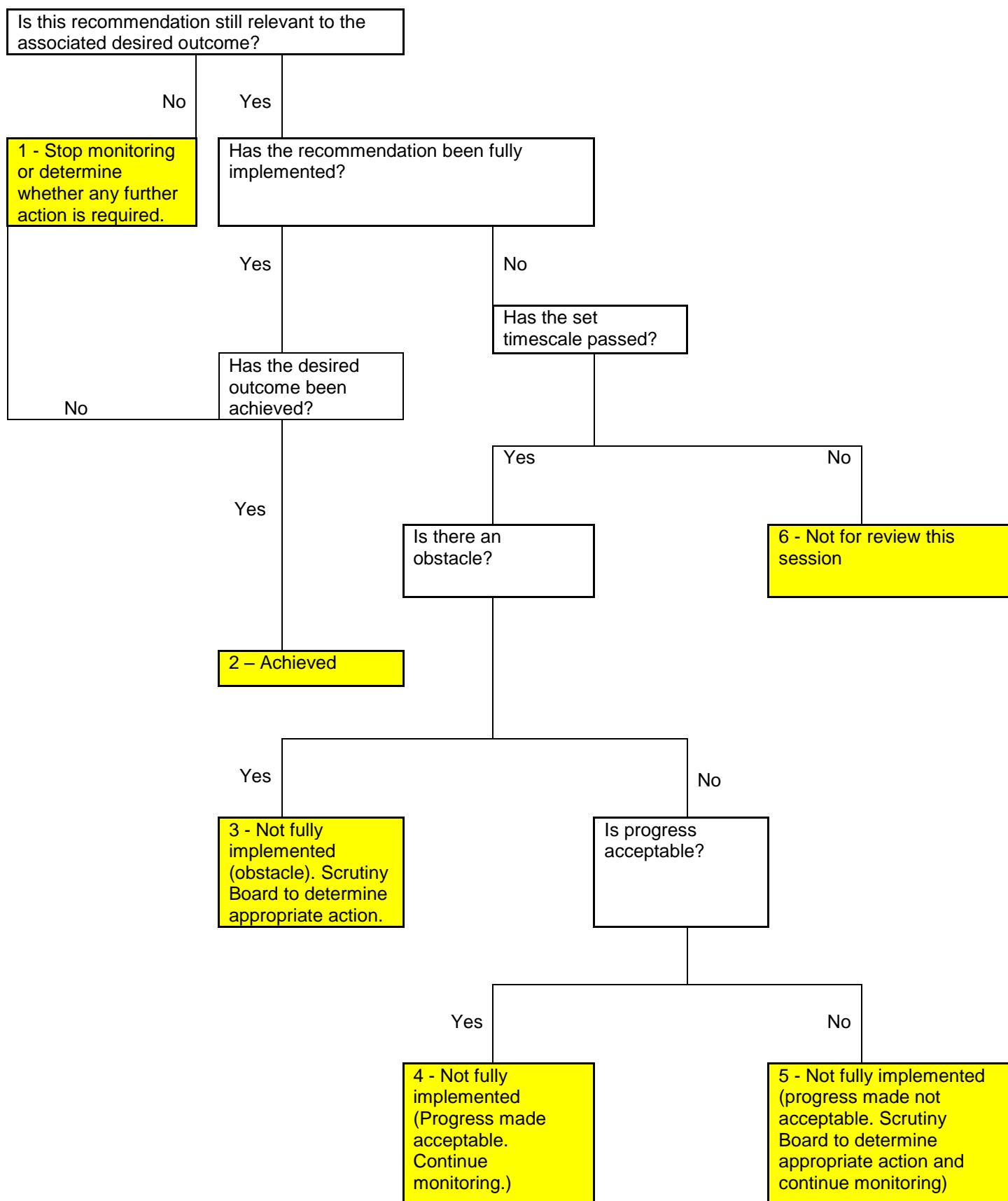
#### **5.0 Background documents<sup>1</sup>**

5.1 None.

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<sup>1</sup> 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.

**Recommendation tracking flowchart and classifications:**  
**Questions to be considered by Scrutiny Boards**



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

<p><b>Desired Outcome</b> – That there is a clear assessment and delivery model in place linked to the Community Hub ‘Mobile’ type provision.</p>
<p><b>Recommendation 1</b> – 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.</p>
<p><b>Formal response in October 2016:</b></p> <p>We continue to test what types of Pop ups are required and where, by offering the services at different locations, including non-council locations.</p> <p>We have also invited other partners to pop up with us. Money Buddies are popping up with us at Cottingley for example. This Pop up is taking place in the local church as there is no Council building. The Mobile Library time has also been changed so that it is at the same location as the Pop up at the same time.</p> <p>Whilst we do not have a delivery model agreed at the moment, the following is being used to influence the development of the model:</p> <ul style="list-style-type: none"><li>• The location needs to be a well-used/respected community facility</li><li>• It is better to ‘pop up’ with other services and organisations at the same time</li><li>• The need to be able to access the Council’s IT system at the Pop up site is crucial.</li><li>• The officer popping up needs to be experienced in a range of services and getting people into work.</li></ul> <p>The reason a delivery model hasn’t been agreed upon yet is that Pop up is being delivered from existing resources, which means that whilst we are popping up, the relevant Community Hub/One Stop Centres/Job Shops has the same number of customers but less staff to deal with enquiries.</p> <p>With regard to the Mobile Library service, this is currently under review to ensure it is efficient and effective to enable it to be a fundamental part of the Pop up model. We have made a good start by ensuring that we coordinated mobile library timings with the Pop up surgeries but there is a lot more to be done to provide a more streamlined pop up approach.</p> <p><b>Current position:</b></p> <p>The development of a delivery model for ‘mobile’ provision is ongoing. Officer work on the options for the delivery of £120k savings from streamlining and re-provisioning the Mobile</p>

Library service are nearly complete and once finalised will be subject to consultation with local ward members. The changes proposed will deliver a much more efficient and streamlined service and will enable the procurement of new 'Community Hub' vehicles to deliver the mobile community hub model.

Likewise, as part of the work ongoing to deliver a sustainable community hub workforce. Consideration is being given to the establishment of a dedicated 'pop-up' team linked to the existing peripatetic teams which will allow a more sustained and focussed approach to the provision of 'pop-up' community hubs within the city.

Scrutiny Board Members will acknowledge that this development is linked to the wider reorganisation of the workforce which is linked to the development of the Phase 3 Community Hub programme and may therefore be subject to change depending on the outcome of that work.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in October 2016:**

We will ensure that as Community Hubs are developed that relevant Parish and Town Councils are included in any consultation and engagement activity.

**Current position:**

This is an ongoing piece of work as Community Hub options are developed. An example of where this has already happened is with the development of the Horsforth Community Hub, where good relations with the Parish Council have been developed. It is expected that more extensive engagement will happen through the development of options linked to the Phase 3 programme.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*



**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.

**Formal response in October 2016:**

We will ensure that this is considered as the Community Hub network expands and services are introduced where residents need to travel or be transported to the Hub.

**Current position:**

This is an ongoing piece of work as Community Hub options are developed. An example of where this is currently being looked at is the provision to transport people from local Community Hubs to learning provision (provided by Leeds City College) at the new Deacon House Hub in North Seacroft.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in October 2016:**

We will ensure that we continue to have a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Hub approach.

In this regard we continue to develop our relationship with partners and two specific examples are worthy of highlight to demonstrate the work being done to deliver against this recommendations.

**Example 1 – Money Buddies.** The partnership with Money Buddies is benefiting local residents and we are now delivering in partnership over 15 locations. The average gain per client from this service is £1,316.74 and the average gain per month to Leeds is £47,371.91.

**Example 2 – Social Prescribing at Reginald Centre.** Connect Well is the Social Prescribing service made up of a range of partners and is active in 26 GP Practices plus 5 satellites across Leeds North boundary, with the main Social Prescribing hub being at the Reginald Centre.

There are 18 wellbeing coordinators who can dedicate time to a patient who has been referred by a GP to help improve their health and well-being.

The main reason for referrals so far is loneliness/isolation. In response to this and other issues, the Reginald Centre has introduced Yoga and Zumba classes and a chess club and has recently opened a Community Café run by Black Health Initiative which will include social events.

**Current position:**

The Council continues to maximise the opportunity to engage partners and integrate services within the Community hub model based on an understanding of local need and an understanding of key city-wide issues that act as barriers to people improving their outcomes (e.g Mental Health). Some notable examples since the last progress report include:

- Work with Leeds Mind to help people with mild mental health problems into work,
- Caring Dads who are fathers estranged from their children but wish to be reconnected,
- helping care leavers into work, and
- work with Reed in Partnership to help people who have multiple barriers to work move into work

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in October 2016:**

We continue to be involved in discussions around the development of the new models of care work in Leeds and we are – through the excellent work done on Social prescribing in North Leeds – continuing to engage with relevant CCGs around how we can integrate the Hub network into their service delivery models going forward.

There is still more work to be done, specifically around the relationship between the Community hub network and the Integrated Health and Social Care team network, and the work we are doing in Armley to pilot the new, strength-based approach to Adult Social Care if facilitating this work.

**Current position:**

Work progresses on this and relevant Hub officers are engaged in the discussions at a local level. Key progress is being made on the development of the strength based approach to social care and the Hubs play a key role in that development. Work is also ongoing to embed the community hubs into the social prescribing service delivery models within the city on the back of the successful work being done out of the Reginald Centre.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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

**Formal response in October 2016:**

We will build the good practice into the Phase 2 Hub schemes as these are developed.

With regard to the development of the 5 new Community Hubs (Rothwell, Pudsey, Moor Allerton, Horsforth and Kippax), all have the social zones as part of their layout and this is being used for a variety of reasons and is well used.

The Floor Walking role continues and is becoming part of the normal way a Community Hub works.

We continue to support and encourage residents to use self-serve facilities but this is a challenge as some residents do not want to do this. Whilst ever there is a choice as to how residents want to access services this will always be a challenge.

The hubs have access to Interpretation services but do not have the BSL video phones and we are working with IT to deliver a more sustainable and cost effective roll out for the rest of the City.

**Current position:**

We continue to learn from the development of Community Hub sites and are now delivering to an agreed standard and fit-out based on principles agreed with Scrutiny Board through last year's inquiry.

There has been lessons learnt from the first fit outs such as:

- the need for additional privacy where the One Stop moves into a library as library users pick up on council business been conducted in what is usually a quieter environment.
- The need to assess the full condition of the building prior to starting work as there have been problems with "old" fire alarm systems and burglar alarm systems which once turned off or altered won't restart.
- The need for CCTV in all buildings as it changes to a Community Hub. At present CCTV is not automatically fitted in all public offices but is selective depending on the location

Further to the above, work is being done by ICT on providing an effective infrastructure for BSL video interpretation. This is requiring a fundamental look at the public access network currently utilised as the current provision isn't stable or resilient enough to cope with the roll-out of this service to other sites.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**Formal response in October 2016:**

As we progress the design and delivery of the Phase 2 programme, we do ensure that all proposed plans are discussed with all parties.

We have also worked on the design around the Hub enquiry booths to improve them, and where possible additional glass interview rooms are being installed.

The Phase 2 Business case included full costs for the works, ICT and also backlog maintenance issues in order to deliver the Phase 2 Hubs sites.

Consultation events are now being held at all future sites and designs are being shared with the public and any comments are being captured and fed into designs, where appropriate.

**Current position:**

Work on delivering this recommendation is ongoing as part of the delivery of the Community Hub programme.

We have introduced local focus groups who meet to discuss the Community Hub they use. They are involved in developing new partners for the Hub and feedback on their experiences of using the facilities.

An example of where local discussions with relevant parties has had a material impact on the design of the Community Hub is the proposed design for the new Bramley Community hub where extensive consultation with local people has led to the design being changed to accommodate the existing heritage features within the building.

Likewise, as Phase 3 develops, and options are identified, officers will continue to engage fully on both the options and the interior design to ensure future sites are fit for purpose and meet the needs of local people.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*



Report author: Susan Murray/  
Steve Moore  
Tel: 271707

## Report of the Chief Officer Customer Access

## Report to Citizens & Communities Scrutiny Board

**Date 10<sup>th</sup> April 2017**

### **Subject: Phase 3 - Community Hubs**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley, Bramley & Stanningley, Pudsey, Gipton & Harehills, Headingley, Hyde Park & Woodhouse, Otley and Yeadon, Horsforth, Chapel Allerton, Alwoodley/Moortown, Middleton Park, Killingbeck & Seacroft, Kippax & Methley, City & Hunslet, Morley South, Rothwell,		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		

### **Summary of Main Issues**

Phase 1 Community Hubs at Armley, St Georges Centre and Compton Centre have been completed.

Phase 2 Community Hubs have opened at Kippax, Horsforth, Pudsey, Rothwell, and Moor Allerton. North Seacroft (Deacon House) and Dewsbury Road Community Hubs are currently under construction and will be completed in the next few months. Other Phase 2 schemes as per the programme agreed at Executive Board in June 2016 will be started in 2017/18.

Development work has now shifted to focus on the Phase 3 Community Hub programme.

Through this report, Scrutiny Board Members will assist in bringing together the proposals for Phase 3 through the identification of key principles on which phase 3 options can be developed for further consultation.

This work will culminate in a Phase 3 Community Hub business case which is planned to be reported to Executive Board in July 2017.

### **Recommendations**

The Board are recommended to:

1. Note the contents of the report including the progress made to date on delivering Phase 1 and Phase 2 of the Community Hub Programme.
2. Note the 21 remaining buildings within Phase 3.

3. Agree the key principles required to determine the scope.
4. Note the savings target of £420,000 per annum from 2018/19 which is to be delivered as part of the Phase 3 programme.
5. Consider whether the Board should form a working group to work with officers on the Phase 3 options in more detail as they are developed.

### **Background documents<sup>1</sup>**

None used

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<sup>1</sup> 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.



## Purpose of this report

- 1 To update Scrutiny Board on the progress made to-date on the Community Hub programme.
- 2 To establish and agree key principles on which Phase 3 options can be developed for further consultation with local Ward Members.
- 3 To highlight the buildings in-scope for Phase 3 as outlined in Appendix A.

## Background Information

- 4 The delivery of the Community Hubs has been split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:
  - **Phase 1 Pathfinder sites** - Armley, Compton Centre and St George's Centre. These opened in April 2014.
  - **Phase 2 Sites** – Initial works have been undertaken to allow Integrated Library and One Stop services to be formed
- 5 Progress on Phase 2 sites is as follows:

Community Hub	Location	Description
Yeadon Community Hub	Yeadon Library	Opened in Summer 2015
Kippax Community Hub	Kippax Library	Community Hub formed in Kippax Library.
Moor Allerton Community Hub	Moor Allerton Library	Community Hub formed in Moor Allerton Library and Housing Back office has been completed
Pudsey Community Hub	Pudsey Library	Community Hub formed in Pudsey Library and Back office has been completed.
Horsforth Community Hub	Horsforth Library	Community Hub formed in Horsforth Library.
Rothwell Community Hub	Rothwell Library	Community Hub formed in Rothwell Library and Housing Back office has been completed

- 6 As part of Phase 2, North Seacroft Community Hub at Deacon House is currently on site to create a new Hub (including the Post Office) and 1st floor accommodation for Housing staff. Dewsbury Road Community Hub is also underway to create the Community Hub and Leeds City Credit Union on the ground floor and offices on the first floor areas. Both these large schemes are expected to complete by May/June 2017. The Community Hub at Bramley Library is due to commence in April/May 2017. Other Phase 2 schemes (as set out in the programme agreed by Executive Board in June 2016), will start 2017/18.

## Main issues

- 7 Development work has now shifted to focus on the Phase 3 Community Hub programme.
- 8 Within Phase 3 there are 21 buildings across the city that will be considered. These sites are made up of the remaining community libraries, remaining one stop centres and the remaining neighbourhood housing office (NHO) buildings. Consideration will also be given to other sites within local communities that may be better suited to the provision of Community Hub services than the buildings identified above; examples include community centres, sports centres and partner / 3<sup>rd</sup> sector buildings.
- 9 Appendix A highlights the 21 sites in scope and includes – where available - information relating to current usage, condition of the buildings, location of buildings, and statistical information e.g. book lending, visitor numbers and customer enquiry numbers.
- 10 The Phase 3 programme will culminate in the delivery of the remaining Community Hubs within the city, further asset rationalisation and staff reorganisation to deliver a sustainable Hub workforce.
- 11 Currently, there is also a £420k savings target attached for delivery to the Phase 3 programme.
- 12 To enable options to be developed for consultation with local Ward members, Scrutiny board are asked to discuss and agree a set of key principles from which officers can work.
- 13 Officers have developed a set of draft key principles for discussion and agreement. However Scrutiny Board Members are asked to consider the list and amend and add any additional principles they feel need to be included to ensure we have an appropriate and sustainable hub infrastructure across the city.
- 14 The key principles are:
  - Community Hubs should be close to local shopping zones.
  - The identification of a potential Community Hub will be based on an analysis of existing and future demand and proximity to other Hub sites.
  - Each potential Community Hub will be assessed on the basis of whether it demonstrates Value for Money. VFM to be determined through a demand v cost assessment.
  - As well as individual site assessments, geographical assessments based on a VFM analysis will be undertaken to ensure no over-provision of community hub services within a given geography.
  - There is an expectation that the service review saving of £420k will be delivered.
  - That there isn't a 'one size fits all approach' to the provision of Community Hubs and that services offered within Phase 3 sites will be dependent on the space available.
  - The Phase 3 programme will have a focus on asset rationalisation and service integration in delivering a sustainable network within the city.

- 15 Application of the above key principles to the remaining sites may lead to difficult decisions having to be made by the Council regarding the development or otherwise of the Phase 3 sites. For this reason Scrutiny Board are asked to consider establishing a working group to work with officers on the detail of the potential options as they are developed.

## **Recommendations**

The Board are recommended to:

1. Note the contents of the report including the progress made to date on delivering Phase 1 and Phase 2 of the Community Hub Programme.
2. Note the 21 remaining buildings within Phase 3.
3. Agree the key principles required to determine the scope.
4. Note the savings target of £420,000 per annum from 2018/19 which is to be delivered as part of the Phase 3 programme.
5. Consider whether the Board should form a working group to work with officers on the Phase 3 options in more detail as they are developed.

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Phase 3 Remaining Property List - One Stop Centres, NHO's and Libraries					
Property	Backlog essential maintenance	Backlog maintenance next 5 years	Annual Library Usage	Annual Customer service Enquiries	Housing NHO Enquiry numbers
<b>Ardsley &amp; Tingley Library</b>	awaiting survey	awaiting survey	Book issues 11,285. Visitors 11,495	N/A	N/A
<b>Beeston Library</b>	Leased property	Leased Property	Book issues 26,825. Visitors 52,441	N/A	N/A
<b>Boston Spa Library</b>	£21,000	£36,000	Book issues 16,584. Visitors 28,557	N/A	N/A
<b>Burmantofts Housing Office</b>	Not Known	Not Known	N/A	N/A	10796
<b>Calverley Library</b>	TBA awaiting structural survey due to subsidence	£28,000	Book issues 20,208. Visitors 17,282	N/A	N/A
<b>Chapel Allerton Library</b>	£20,000	£20,000	Book issues 69,815. Visitors 76,664	N/A	N/A
<b>Crossgates Library</b>	£140,000	£80,000	Book issues 66,497. Visitors 86,729	N/A	N/A
<b>Farsley Library</b>	TBA	TBA	Book issues 29,165. Visitors 31,717	N/A	N/A

<b>Gildersome Library</b> (in Community Centre)	Not required	not required	Book issues 7,810 Visitors 2,881	N/A	N/A
<b>Gipton Housing Office</b> (Coldcotes)	Not Known	Not Known	N/A	N/A	2711
<b>Halton Library</b>	£4,000	£25,000	Book issues 43,482. Visitors 28,077	N/A	N/A
<b>Hunslet Library</b>	£140,000	£51,000	Book issues 7,654 Visitors 12,372	N/A	N/A
<b>Oakwood Library</b>	£9,000	£18,000	Book issues 55,644. Visitors 105,419	N/A	N/A
<b>Osmondthorpe One Stop Centre</b>	£55,000	£205,000	N/A	16328	N/A
<b>Kirkstall Neighbourhood Housing Office</b>	Not Known	Not Known	N/A	N/A	3529
<b>Scholes Library</b>	TBA	TBA	Book issues 8,016. Visitors 2,055	N/A	N/A
<b>South Seacroft One Stop Centre</b>	£40,000	£10,000	N/A	14497	N/A
<b>Wetherby Library</b>	£12,000	£68,000	Book issues 92,542. Visitors 70,069	N/A	N/A
<b>Wetherby One Stop Centre</b>	£70,000	£207,000	N/A	9179	N/A
<b>Whinmoor Library</b>	£20,000	£8,000	Book issues 4,679. Visitors 5,119	N/A	N/A
<b>Wortley Neighbourhood Housing Office</b>	Not Known	Not Known	N/A	N/A	3693



Report author: Susan Murray  
Tel: 271299

**Report of the Chief Officer Customer Access**

**Report to Citizens & Communities Scrutiny Board**

**Date 10<sup>th</sup> April 2017**

**Subject: Community Hubs – Work in Jobshops with Workplace Leeds**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley, Bramley & Stanningley, Pudsey, Gipton & Harehills, Headingley, Hyde Park & Woodhouse, Otley and Yeadon, Horsforth, Chapel Allerton, Alwoodley/Moortown, Middleton Park, Killingbeck & Seacroft, Kippax & Methley, City & Hunslet, Morley South, Rothwell,		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		

**Summary of Main Issues**

At a previous scrutiny board on Community Hubs a question was asked about the mental wellbeing of customers using the Council Job Shops to find employment. This report is to provide a brief to the Board on the work ongoing in Job Shops with Work place Leeds. Employment and Skills procured a contract which was awarded to Work place Leeds (Leeds Mind) to work with residents suffering mild mental health issues which was a barrier to them finding employment. The contract began April 2016 for 2 years.

**Recommendations**

The Board are recommended to

1. Note the contents of the report including the progress made to help residents with mental health issues prepare for work;
2. Consider the findings from year 1 and how this impacts on the year 2 delivery;
3. Consider how as a Council we can continue to support residents with mental health problems into work.

**Background documents<sup>1</sup>**

None used

<sup>1</sup> 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.

## **Purpose of this report**

- 1 Update on year 1 of the programme
- 2 Consult with the Board on the scope for future work to support residents with mental health issues into work
- 3 To consider whether there is a wider role than focussing on residents looking for work and what this may look like

## **Background Information**

- 4 Employment and Skills commissioned MIND to deliver their nationally renowned Workplace Leeds model in support of residents with low level mental health to move into employment.
- 5 There are 2 key elements to the contract: firstly, service delivery within Community Hubs and secondly; a staff development programme to build the capacity of Hub teams to more effectively support this customer group. The target is to assist 70 residents in year 1 and a further 70 residents in year 2. Staff development includes the delivery of mental health awareness training and shadowing of the Workplace Leeds team in sessions with customers. By 31 October 2016 Workplace Leeds were already working with 70 residents to help them into work.
- 6 The 2 workers employed by MIND to work with Job Shops are co-located in 3 Community Hubs; Armley, Dewsbury Road and Reginald Centre but take referrals for this service from across the City.

## **What the year 1 contract has shown**

- 7 A large number of residents referred are socially isolated with multiple barriers to work, including mental health. This has resulted in intensive work in the early stages addressing issues aside from employment. Many residents seen are in “crisis”, needing emotional support, and this is the first mental health support they have been offered. These residents have required high levels of work and support. MIND has signposted to other organisations too, such as Leeds Mind Peer Support, Dual Diagnosis, Community Mental Health Teams and GPs but this is not always a quick process.
- 8 It has been found beneficial to the resident if support is provided through signposting to other agencies to help remove the barriers faced in their journey towards finding employment. Many people have not had the knowledge, support or confidence to approach the relevant support that they need to be able to address these barriers
- 9 Residents once they have started work, require in-work support to monitor the impact of starting work on wellbeing and to ensure they are supported whilst settling into their working roles
- 10 Mental health has become more of a discussion point with the Council’s team in the Community Hubs. The teams are not only recognising mental health needs of those



using the service, but are also talking about their own wellbeing and support needs. Some of the team have said they would benefit from the opportunity to discuss difficult situations and the stress of front line work

- 11 There have been occasions where residents have come into the Community Hub reporting suicidal intentions. MIND have been asked to assist the Council's team to deal with these residents and have spoken in depth to these individuals ensuring their safety and employing suicidal prevention measures
- 12 MIND have advised Councils staff how to approach mental health conversations with residents who are not job-seeking but accessing other Council services
- 13 Mental Health Awareness Training for the Community Hub staff has been well received and there has been excellent feedback from the 4 sessions
- 14 When no more referrals were taken from October as the 2 workers had the maximum of 70 residents to work with, there has continued to be numerous residents who would have benefitted from additional support due to mental health difficulties
- 15 The shadowing of the Council's team with MIND has caused worries over dealing with some of the issues that the MIND team are able to undertake. This has led to the Council team questioning whether they would be able to undertake this in-depth support once the contract ends with the Councils.
- 16 The outcomes so far are shown at Appendix 1. At Appendix 2 a case study is shown.

### **Key Issues from year 1 which will need to be considered as we move into year 2**

- 17 Establish weekly Working Well group sessions to:
  - expand the offer to customers
  - support the effective management of caseloads
  - extend the development opportunities for Hub staff to build capacity
  - provide opportunities for the first time to more confident Hub staff to cascade learning/skills to colleagues
- 18 Improve caseload management by:
  - introducing more intensive caseload monitoring and active progression sessions with customers earlier to build confidence and focus
  - providing support through a case conference type format with Hub colleagues to improve continuity for customers as the contract wind down period starts
  - ensuring the staff development is effectively and appropriately aligned to the profile of customers
- 19 Within the second quarter of year 2 having completed more staff development time, identify Hub staff who may have an interest in taking a lead on:
  - taking forward the learning from this pilot
  - rolling out to other Hubs not included in the pilot
  - establishing a working group to plan for the above

## **Recommendations**

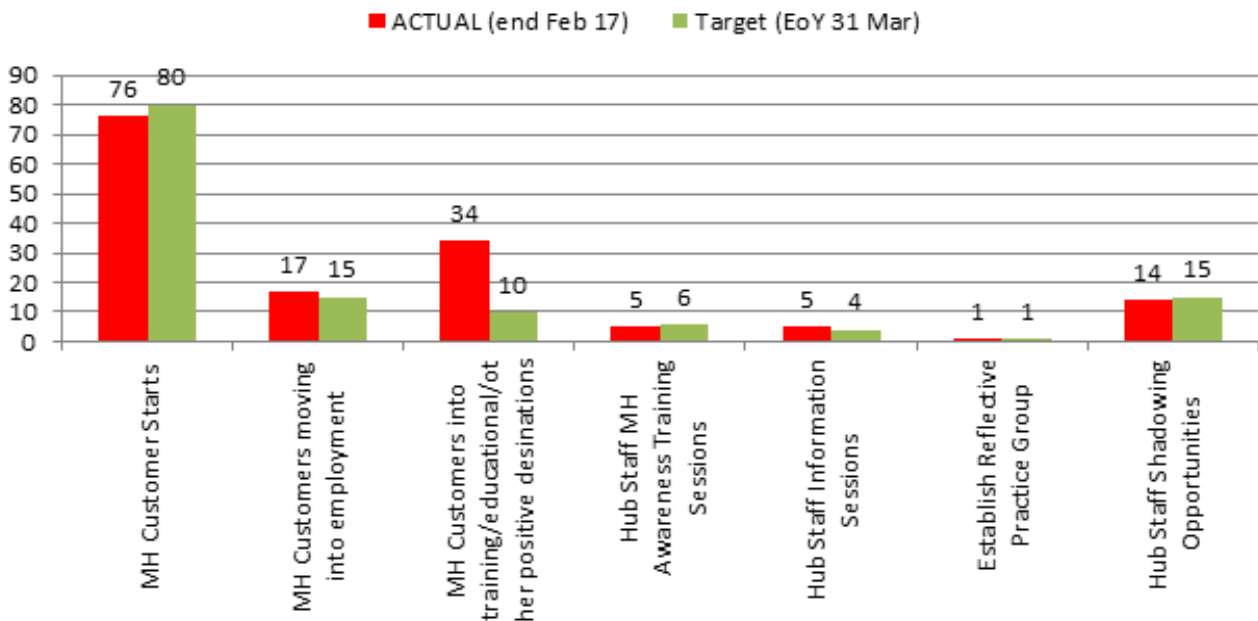
The Board are recommended to

1. Note the contents of the report including the progress made to help residents with mental health issues prepare for work
2. Consider the findings from year 1 and how this impacts on the year 2 delivery
3. Consider how as a Council we can continue to support residents with mental health problems into work

## Appendix 1

Cumulative Delivery Targets Profile	ACTUAL (to 01 Mar 17)	TARGET (to 31 Mar)
Customer Starts	76	80
Customers moving into employment	17	15
Customers into training/educational/other positive destinations	34	10
Hub Staff MH Awareness Training Sessions	5	6
Hub Staff Information Sessions	5	4
Establish Reflective Practice Group	1	1
Hub Staff Shadowing Opportunities	14	15

### Year 1 Workplace Leeds Employability Pilot



## Appendix 2

J first came into the Reginald Centre about a general housing issue and saw one of the Customer Service Officers for support. She told the CSO she was in debt and that she couldn't cope anymore, she said "she was not in a good place." The CSO advised the customer about Step Change and Money Buddies and the pilot.

The MIND worker took her into a private room where she disclosed that her 17 year old son was violently abusing her and didn't know where else to turn. She then disclosed that she had recently attempted suicide, going into a field, taking tablets and drinking a bottle of vodka. She was reported as missing by a family member, a police helicopter was deployed and she was taken to hospital.

J has benefited from the MIND Specialist's help and support over the last 5 months and she has turned her life around. She has attended a number of courses including stress management, confidence and assertiveness, maintaining wellbeing, and confidence for work. J wasn't on benefits so attended a welfare rights clinic at the Reginald Centre which established a regular income.

The customer then received money management support via Money Buddies which has helped her to budget more effectively. MIND has continued to provide advocacy support for J – most importantly working with social care to find adequate support directly for her son who now has his own tenancy, and no longer has direct access to her property.

J now says that "my confidence has rocketed and I can't thank you enough. I think you actually saved my life"



Report author: Angela Brogden  
Tel: 3788661

**Report of Head of Governance and Scrutiny Support**

**Report to Scrutiny Board (Citizens and Communities)**

**Date: 10<sup>th</sup> April 2017**

**Subject: Work Schedule**

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 is the Scrutiny Board’s last scheduled meeting in the current municipal year. However, the Chair has committed to holding a further working group meeting on 2<sup>nd</sup> May 2017 to continue discussions with representatives from DWP/Job Centre Plus and ATOS in relation to the impact of the government welfare reforms.
2. The Scrutiny Board’s completed work schedule for this year has been attached for information (see appendix 1).
3. Also attached for Members’ information are the minutes of the Executive Board meeting held on 22<sup>nd</sup> March 2017.

**Recommendations**

4. Members are asked to:
  - a) Note the attached work schedule.
  - b) Note the attached minutes of the Executive Board meeting.

**Background documents<sup>1</sup>**

5. None used

<sup>1</sup> 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.

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Area of review	Schedule of meetings/visits during 2016/17		
	June	July	August
<b>Development of a revised Council Tax Support Scheme</b>		Initial briefing and agreeing terms of reference. SB 25/07/16 @ 10 am	
<b>Safeguarding issues linked to the night time economy.</b>			
<b>Reducing repeat customer contacts</b>			
<b>Briefings</b>	Scrutiny Board Terms of Reference and Sources of Work SB 27/06/16 @ 10 am		
<b>Recommendation Tracking</b>		Universal Credit SB 25/07/16 @ 10 am	
<b>Performance Monitoring</b>			

## Scrutiny Board (Citizens and Communities) Work Schedule for 2016/2017 Municipal Year

Areas of review	Schedule of meetings/visits during 2016/17		
	September	October	November
<b>Development of a revised Council Tax Support Scheme</b>	Session 2 on the inquiry WG – 19/09/16 @ 1.30 pm  Session 3 of the inquiry WG – 28/09/16 @ 1 pm	Session 4 of the inquiry WG – 4/10/16 @ 10 am  Session 5 of the inquiry WG – 18/10/16 @ 1.30 pm	Agree final report SB 07/11/16 @ 10 am
<b>Safeguarding issues linked to the night time economy.</b>		Overview of actions taken within Taxi and Private Hire Licensing and Entertainment Licensing. SB 10/10/16 @ 10 am	
<b>Reducing repeat customer contacts</b>		Scoping terms of reference WG – 6/10/16 @ 2pm	Agree terms of reference and introductory session SB 7/11/16 @ 10 am
<b>Briefings</b>	Future changes to the Leeds Advice Consortium. SB 12/09/16 @ 10 am		The roll out of Community Hubs SB 7/11/16 @ 10 am
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>			
<b>Recommendation Tracking</b>	Migration in Leeds SB 12/09/16 @ 10 am  Development of Community Committees SB 12/09/16 @ 10 am	Development of Community Hubs SB 10/10/16 @ 10 am	
<b>Performance Monitoring</b>	Performance Update SB 12/09/16 @ 10 am		

Key: SB – Scrutiny Board (Citizens and Communities) Meeting

WG – Working Group Meeting



## Scrutiny Board (Citizens and Communities) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	December	January	February
<b>Reducing repeat customer contacts</b>	Session 2 of the inquiry WG 05/12/16 @ 9.30 am		Session 3 of the inquiry WG 15/02/17 @ 2 pm
<b>Briefings</b>			Welfare Reforms – Update SB 13/02/17 @ 10 am
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>		Financial Health Monitoring SB 09/01/17 @ 10 am  2017/18 Initial Budget Proposals SB 09/01/17 @ 10 am	
<b>Recommendation Tracking</b>			Universal Credit SB 13/02/17 @ 10 am  Revised Council Tax Support Scheme SB 13/02/17 @ 10 am
<b>Performance Monitoring</b>		Performance Update SB 09/01/17 @ 10 am	

## Scrutiny Board (Citizens and Communities) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	March	April	May
<b>Reducing repeat customer contacts</b>	Session 4 of the inquiry WG 13/3/17 @ 9 am	Agree final report SB 10/04/17 @ 10 am	
<b>Briefings</b>	Exploring issues relating to immigration in Leeds in light of the EU referendum result. SB 13/3/17 @ 10 am  Impact of welfare reforms WG 8/3/17 @ 2pm	Phase 3 of the Community Hub programme. SB 10/4/17 @ 10 am  Mental Health Employability Project – update SB 10/4/17 @ 10 am	Impact of welfare reforms WG 02/05/17 @ 1pm
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>	Council Tax Support Policies SB 13/3/17 @ 10 am		
<b>Recommendation Tracking</b>	Migration in Leeds SB 13/3/17 @ 10 am	Development of Community Committees SB 10/04/17 @ 10 am  Development of Community Hubs SB 10/4/17 @ 10 am	
<b>Performance Monitoring</b>			

## EXECUTIVE BOARD

WEDNESDAY, 22ND MARCH, 2017

**PRESENT:** Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, R Lewis,  
L Mulherin, M Rafique and L Yeadon

**160 Retirement of Alan Gay, Deputy Chief Executive**

The Board paid tribute to the Deputy Chief Executive, Alan Gay for his services to the Council, as this would be the final Board meeting in which he would be in attendance prior to his retirement. Members thanked Alan for his always professional approach and for the crucial role he has played over the years in the management of the Council's finances. In response, Alan thanked Members for the kind words received, both at today's meeting and at the Council meeting of 22<sup>nd</sup> February 2017, and also for all of the support he had received during his time with the Council.

**161 Late Items**

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'European Structural and Investment Funds (ESIF) Programme 2014-2020: The Local Flexibility for Reducing Unemployment Programme'. This was due to the fact that given the timing of the funding announcement by the Department for Work and Pensions (13 March 2017), it was not possible to include this item on the agenda as published on 14 March 2017, and due to the requirement that the funding agreement is signed within 30 days of issue, it was not possible to defer this matter to the next scheduled Board meeting (19 April). (Minute No. 175 refers).

**162 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'Better Lives for People with Care and Support Needs in Leeds: The Annual Local Account of Adult Social Care in Leeds 2016/17', Councillor Golton drew the Board's attention to his position as Director on the Board of the 'Aspire' organisation. (Minute No. 167 refers).

**163 Minutes**

**RESOLVED** - That the minutes of the previous meeting held on 8<sup>th</sup> February 2017 be approved as a correct record.

### **REGENERATION, TRANSPORT AND PLANNING**

**164 The Development of Mixed Residential Communities in Leeds City Centre**

The Director of City Development submitted a report which provided an update on the development of city centre housing provision, highlighted the

Draft minutes to be approved at the meeting  
to be held on Wednesday, 19th April, 2017

important role to be played by the city centre in providing a mixed and vibrant residential community, whilst also noting the city centre's contribution towards the delivery of the city's housing targets. In addition, the report proposed an approach which looked to encourage and help secure the development of 'Build to Rent' housing, whilst also securing resources for investment in city centre affordable housing provision.

In considering the submitted report, Members reiterated the key role played by the city centre in the provision of accommodation, the delivery of affordable housing provision and in the achievement of the city's housing targets. In addition, Members highlighted the need to continue to progress the proposals as outlined within the submitted report, and linked to this, noted the work being undertaken with Department for Communities and Local Government on such matters, whilst also highlighting how the provision of high quality affordable housing was integral to the successful development of mixed residential communities.

**RESOLVED –**

- (a) That the approach, as set out within the submitted report, regarding the development of mixed residential communities in the city centre and the role this plays in housing growth, be approved;
- (b) That endorsement be given to an approach which recognises that the acceptance of commuted sums from 'Build to Rent' schemes may be appropriate and justified in accordance with Core strategy Policy H5;
- (c) That the proposed investment of commuted sums for affordable housing being reinvested in schemes within the boundary identified in Appendix 1 to the submitted report, be approved, which will be via a range of measures, as identified in paragraphs 3.11 to 3.13 of the submitted report and which is in line with the strategic approach towards developing mixed communities in Leeds City Centre, also as set out within the submitted report.

**165 The Making of Clifford Neighbourhood Plan**

The Director of City Development submitted a report which sought approval to 'make' the Clifford Neighbourhood Plan, following the result of the community referendum which took place in January 2017. In addition, the report also sought agreement for the Chief Planning Officer, in consultation with the Executive Member for Regeneration, Transport and Planning, to 'make' future neighbourhood plans under existing delegations. Finally, the report also provided an update on the scope and scale of neighbourhood planning across the city and highlighted areas of progress and good practice.

Members welcomed the submitted Neighbourhood Plan and commended the community and all relevant parties for the significant work which had been undertaken to date in order to get the Plan to its current position.

The Board considered the varying degrees to which different areas of the city were pursuing 'neighbourhood planning', and discussed the actions being

taken by the Council to assist those geographical areas which may not have established levels of community infrastructure in place, with reassurance being provided on the local support being provided, alongside City Development, by the Communities Teams.

**RESOLVED –**

- (a) That approval be given to ‘make’ the Clifford Neighbourhood Plan for the Clifford Neighbourhood Area;
- (b) That approval be given for subsequent Neighbourhood Plans to be ‘made’ by the Chief Planning Officer in consultation with the Executive Member for Regeneration, Transport and Planning, pursuant to existing delegations within the Constitution.

(The Council’s Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council’s, or the public’s interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, given that, as stated within the submitted report considered by the Board, it would not be possible to ‘make’ the Plan in accordance with the statutory timeframe which requires that the Plan be ‘made’ within 8 weeks from the day after the referendum is held, that being 27 January 2017).

**HEALTH, WELLBEING AND ADULTS**

**166 Early Intervention and Reducing Health Inequalities Annual Report**

The Director of Public Health and the Director of Adult Social Services submitted a joint report which presented an update on the ‘Early Intervention and Reducing Health Inequalities’ breakthrough project in the form of an Annual Report.

Responding to Members’ enquiries, the Board received an update on the progress which had been made on the procurement of specific contracts, as had been referenced within the 2016 Annual Report.

In considering the extent and rate of the progress being made as part of the breakthrough project and the monitoring of such progress, the complexities of the health issues being addressed were highlighted, whilst reassurance was provided in respect of the progress being made, and that when future Annual Reports were submitted, they would include a range of data and case studies regarding the performance of new services which had been commissioned in this area.

Officers noted a request that future versions of the Annual Report be made more accessible to the reader.

**RESOLVED –**

- (a) That the information, as presented within the submitted report and the appended Annual Report, be noted;

Draft minutes to be approved at the meeting  
to be held on Wednesday, 19th April, 2017

- (b) That in addition to noting the aims and outcomes from the breakthrough project, it also be noted that this collaborative project supports the ambition for Leeds to be the Best City in the UK by 2030 and contributes towards the Leeds Health and Wellbeing Strategy 2016-21 (LHWS) vision that 'Leeds will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest';
- (c) That it be noted that the breakthrough project also supports the key deliverables in the Leeds Health and Care Plan and the West Yorkshire and Harrogate Sustainability and Transformation Plan (STP).

**167 Better Lives for People with Care and Support Needs in Leeds: The Annual Local Account of Adult Social Care in Leeds 2016/17**

Further to Minute No. 133, 10<sup>th</sup> February 2016, the Director of Adult Social Services submitted a report which presented the Council's 2016/17 Local Account of Adult Social Care Services in Leeds. The Local Account document, entitled, 'Creating Better Lives for People with Care and Support Needs' was appended to the submitted covering report.

Responding to a Member's enquiry, the Board received an update and further information on several specific performance indicators, as detailed within the data associated with the Local Account, together with an offer to the Member in question that further detail could be provided if required.

In addition, Members considered the format of the 2016/17 Local Account document together with the date range of the associated data. In response to comments that such data was from 2015/16, Members were advised that at the time of production, the 16/17 statistics were not available, and as such, it was suggested that consideration be given to the timing at which future Local Accounts were submitted to the Board, in order to enable the inclusion of the latest information. With regard to the format of the document, the Board was advised that the aim of the concise format was to effectively communicate the key messages from it.

**RESOLVED –**

- (a) That the contents of the submitted report, together with the appended 2016/17 Local Account for Leeds, entitled "Creating Better Lives for People with Care and Support Needs in Leeds", be noted;
- (b) That it also be noted that the Head of Policy, Performance and Improvement for Adult Social Care will ensure that 'Creating Better Lives for People with Care and Support Needs in Leeds' Local Account is published on the Leeds City Council website within four weeks of consideration by Executive Board.

## **CHILDREN AND FAMILIES**

### **168 Future in Mind: Leeds Strategy and Progress towards completion of Leeds' new SEMH Educational Provision**

Further to Minute No. 93, 18<sup>th</sup> November 2015, the Director of Children's Services submitted a report presenting a strategy entitled, 'Future in Mind: Leeds 2016-2020' which had been co-produced by partners from the Children and Families Service and Leeds Clinical Commissioning Groups and which set out a vision for the city in tackling the universal, targeted and specialist social, emotional and mental health (SEMH) needs of children and young people in Leeds aged between 0-25 years.

In considering the strategy, Members noted the comments within it regarding attainment levels. In addition, responding to a Member's specific enquiry, the Board was provided with information on the actions being taken and the initiatives in place to support young people during the transitional period that they experienced between leaving the care of Children's Services and coming under the care of Adult Social Care. The Board also received further information regarding the 'high needs budget', which formed part of the Dedicated Schools Grant.

Furthermore, Members and officers noted a request that the Board received further information in the future which evaluated the provision and application of services for children and young people with mental health needs in Leeds.

In conclusion, the ground breaking nature of the joint strategy, together within the partnership approach being taken in this area was noted and welcomed.

#### **RESOLVED –**

- (a) That the following be noted:-
  - (i) Leeds is proudly leading the way in the UK through implementing an integrated strategy to support children and young people with social, emotional and mental health (SEMH) needs;
  - (ii) That the strategy is unique in having been co-produced by partners from the Children and Families Service and Leeds Clinical Commissioning Groups;
  - (iii) That 'Future in Mind: Leeds 2016 – 2020' was launched on 7th February 2017 at an event attended by 160 professionals, colleagues and partners from across the city pledging their commitment in working together to improve the lives of some of the most vulnerable 0 – 25 year olds in Leeds.
- (b) That the progress made in creating a world-class provision for children in Leeds with specialist social, emotional and mental health (SEMH) needs, be welcomed and endorsed;
- (c) That the implementation of a robust multi-agency mechanism which has been created in order to ensure that children and young people are

appropriately placed and have the right support, be welcomed and endorsed;

- (d) That it be noted that the officer responsible for overseeing the progress and continued implementation of the multi-agency mechanism is the Head of Complex Needs Service.

**169 Leeds Joint Area Inspection of Services for Children and Young People with Special Educational Needs and Disabilities (SEND)**

The Director of Children's Services submitted a report providing an overview of the changes to services for children with Special Educational Needs and Disabilities (SEND) as introduced by the Children and Families Act (2014), and the joint Ofsted and Care Quality Commission (CQC) framework for inspecting local area arrangements established to implement the Act. In addition, the report noted the findings of the Leeds SEND inspection which took place in December 2016, and outlined the next steps that would be taken in order to address the areas for development that the inspectors had identified.

Responding to a Member's request, officers undertook to submit to a future meeting of the Board, details of the actions to be taken in order to address those 'areas for development', as identified within the inspection outcome letter, and as specifically highlighted during the discussion.

It was also noted that Scrutiny Board (Children's Services) was scheduled to consider the directorate response to the inspection outcome.

**RESOLVED –**

- (a) That the contents of the submitted report, together with the outcome of Leeds' SEND inspection, be noted;
- (b) That the proposals for the post-inspection action plan, as detailed within the submitted report, which aims to address those areas identified for development and which would be monitored by the re-configured Steering Group, which reports to the Complex Needs Partnership Board (as chaired by the Executive Member for Children and Families), be noted and approved;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Complex Needs.

**170 Innovation in Children's Services**

The Director of Children's Services submitted a report advising of Children's Services' success in negotiating a three year investment of £9.6m in the city's services for children and families, which would be used to accelerate the city's reform agenda, helping to trial and develop new approaches and also reshape and refocus existing services. In addition, the report sought the Board's endorsement of the acceptance and use of such funding, and to give the Director of Children's Services delegated responsibility for the implementation of associated actions.



Members considered the level of funding which had been received, the period over which it would be allocated, and noted the undertaking that it would be fully utilised to continue to progress the improvement of outcomes for children and young people in Leeds.

Having noted the recent publication of the All Party Parliamentary Group for Children (APPGC)'s report into Children's Social Care in England entitled, 'No Good Options' and the fact that young people from Leeds had been involved in providing evidence as part of the compilation of that report, it was requested that Executive Board Members receive a copy of the document for their information.

**RESOLVED –**

- (a) That the success of Children's Services in attracting funding to the city be welcomed;
- (b) That the acceptance, use and planned investment of the Innovation Funding be endorsed;
- (c) That following resolution (b) above, the responsibility for the implementation of such matters be delegated to the Director of Children's Services.

**COMMUNITIES**

**171 Housing Revenue Account Business Plan 2017/18 to 2026/27**

The Director of Environment and Housing submitted a report presenting an updated Housing Revenue Account (HRA) Business Plan, including an outline of the main priorities, an updated Financial Plan and details of some of the emerging risks to the successful delivery of the plan.

In considering the submitted report, a request was made that further comparative information detailing how Leeds performed against other Local Authorities in the provision and the delivery of Council Housing be included within related reports in the future.

Responding to a Member's request to continue to lobby Government on the options available to the Council in order to assist with the delivery of further Council housing in Leeds, the Board was assured that the Council continued to pursue such matters with Government. Members considered the options available in terms of the further lobbying of Government, with a suggestion being made that a further cross-party letter could be submitted on behalf of the Council in respect of such matters.

**RESOLVED –**

- (a) That the HRA Business Plan for 2017/18 to 2026/27, as appended to the covering report, be endorsed;

- (b) That the future risks to the HRA, as detailed within the submitted report, and the impact that such risks may have upon the Council's ability to deliver some of its Business Plan priorities, be noted.

## **ENVIRONMENT AND SUSTAINABILITY**

### **172 The development of Middleton Park and the establishment of an Urban Bike Park**

The Director of Environment and Housing submitted a report which provided an update on the development of Middleton Park undertaken since 2014, and highlighted the evolution of land use proposals for the site, with specific reference to a proposal for the development of an urban bike park.

Members welcomed the proposals detailed within the submitted report, noted the interest that the project had already generated within the local community, together with the aim of the proposals to build upon the legacy of the 2014 Tour de France Grand Depart.

#### **RESOLVED –**

- (a) That the injection of £400k of grant funding from British Cycling, as a contribution towards the costs of establishing a series of trails and cycling facilities within Middleton Park, be authorised;
- (b) That the injection of £238.5k of grant funding from Sport England, as a contribution towards the cost of enhancing and renovating the former golf club house facility in Middleton Park in order to enhance opportunities for community engagement and participation in physical activity and to support the cycle trail facility, be authorised;
- (c) That the injection of a revenue income contribution of £240.0k from Parks and Countryside, together with the transfer of existing Leeds City Council match funding from within the current capital programme of £284.0k into the scheme, be authorised;
- (d) That expenditure of £1,162.5k to deliver an Urban Bike Park in Middleton Park, be authorised;
- (e) That the conditions attached to the funding to be provided by Sport England, namely the requirement to use both professional support and building contractors that are part of a competitively tendered framework contract established by Sport England, be noted, and with this in mind, approval be given that Contract Procedure Rules 8.1, 8.2, 9.1 and 9.2 are waived in order to support these appointments to implement any necessary improvements to the building, subject to the successful receipt of planning consent;
- (f) That it be noted under Contract Procedure Rule 3.1.4, that all external landscaping works are to be undertaken and overseen by the Parks and Countryside Service. It also be noted however, that as a condition of the grant from British Cycling, the service is required to engage with

a trail construction specialist for technical elements of the development, and as such, approval be given that Contract Procedure Rules 8.1 and 8.2 are waived in order to support the direct appointment of a specialist contractor to provide this support function;

- (g) That the engagement work already taking place on site be noted, and that the necessary authority be delegated to the Director of City Development in order to agree terms with Cycle Pathways, at market consideration, for their use of the former golf club house building, with the agreement that any arrangement entered into should include a community use agreement in order to facilitate the continued use of the facility by community organisations, groups and the Local Authority in its sport development activities;
- (h) That it be noted that the Chief Officer Parks and Countryside will be responsible for the implementation of the resolutions made, and the taking of any subsequent and related decisions regarding the principles of development as contained within the report.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, to enable, as stated within the submitted report considered by the Board, acceptance of the grant offers within the time limitations as set by the grant funders. The implication of not exempting these resolutions from Call In is that, should Call In be invoked, then Leeds City Council would potentially need to forgo the opportunity to benefit from the funding offer provided from external partners and in turn lose the opportunity to develop this flagship development in Leeds. In addition, both grant offers were formally submitted at the end of February, and as such, this had been the first opportunity to bring forward such proposals to a scheduled Executive Board meeting).

## **ECONOMY AND CULTURE**

### **173 The Christmas Experience at Lotherton Hall**

The Director of City Development and the Director of Environment and Housing submitted a joint report providing an update on the delivery of a new initiative entitled, 'The Christmas Experience at Lotherton Hall' held during the Christmas period 2016.

Members welcomed the submitted report and commended the innovative work of all staff involved. Given the success of this initiative, it was suggested that consideration could be given to potentially holding a similar event in a different part of the city, should the demographic data obtained from those who visited the 'Christmas Experience at Lotherton Hall' support such a proposal.

**RESOLVED –**

- (a) That the success of the project for both income generation and joint working across Council services, be noted;
- (b) That the potential of this, and similar schemes to support the delivery of Council services in the future, be noted and that such initiatives be encouraged;
- (c) That it be noted that the surplus generated from the initiative will be used to support the activities of the services involved and the continued provision of the ‘Christmas Experience at Lotherton Hall’;
- (d) That the staff involved in the delivery of this initiative be commended for their work.

**EMPLOYMENT, SKILLS AND OPPORTUNITY**

**174 Ofsted Inspection of Adult Learning**

The Director of Children’s Services submitted a report providing information on the outcome of the recent Ofsted Inspection of the Council’s adult learning provision delivered in communities across Leeds. The report provided summary information on the Adult Learning programme, the Inspection process, the key findings and also the actions required to continue to strengthen the quality of the provision and outcomes for learners.

Members welcomed the positive outcomes from the Ofsted inspection, as detailed within the submitted report, and extended their thanks to all staff who had been involved in achieving such outcomes.

**RESOLVED –** That the inspection outcome for the Council’s adult learning provision, together with the actions being taken to continue to strengthen performance and quality, be noted.

**175 European Structural and Investment Funds Programme 2014 - 2020: The Local Flexibility for Reducing Unemployment Programme**

The Director of Children’s Services submitted a report which notified that on 13<sup>th</sup> March 2017, confirmation was received by the Council that its joint bid with the City of Bradford Metropolitan District Council (CBMDC) to deliver the European Structural and Investment Fund (ESIF) Local Flexibility to Reduce Unemployment Programme had been successful, with the Department for Work and Pensions approving in principle the award of £4.9m ESIF grant to the Skills, Training and Employment Pathways (STEP) project. In addition, the report sought authorisation to commit a maximum of £1.4m of Council match funding to deliver the Leeds element of the STEP Project, and for the Council to work in partnership with CBMDC to manage this provision.

For those reasons set out within the submitted report, and as detailed at Minute No. 161, the Chair agreed for this report to be considered as a late item of business at the meeting. Copies of the submitted report and appendix had been provided to Board Members prior to the meeting.

Members welcomed the ESIF funding which had been received. Responding to a Member's enquiry, clarification was provided to the Board in respect of the amounts of funding which had been allocated to the two delivery partners, whilst Members considered the current position in respect of Brexit and what implications this may have in terms of similar funding initiatives in the future.

#### **RESOLVED –**

- (a) That the Council, as Delivery Partner, be authorised to work with the City of Bradford Metropolitan District Council under a Service Level Agreement, to deliver the Skills, Training and Employment Pathways Project, as part of the ESIF Local Flexibility for Reducing Unemployment Programme;
- (b) That a total expenditure of up to £2.8m by the Council, inclusive of £1.4m maximum match funding to deliver the Leeds element of the STEP Project over the next three years, 2017-2020, be approved;
- (c) That the authorisation of contract awards and the proposed funding allocations to subcontractors, which would enable the delivery of this specialist provision in Leeds, be delegated to the appropriate Director with the relevant scheme of delegation, in consultation with the Executive Member for 'Employment, Skills and Opportunity';
- (d) That it be noted that the timescales for the implementation of the above resolutions will be April 2017, as determined by the Department for Work and Pensions (DWP), acting as the ESIF Managing Authority and in accordance with the Council's Corporate Procurement Rules;
- (e) That it be noted that the Head of Projects and Programmes in the Employment and Skills Service will be responsible for the implementation of the STEP Project in Leeds, which is anticipated to commence in April 2017 and be completed by December 2019.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, given that, as stated within the submitted report considered by the Board, notification of the award of funding was received from the DWP on 13 March 2017, and as such the matter could not have been submitted to an earlier Board meeting. In addition, given the requirement that the funding agreement is signed within 30 days of issue, any invoking of the Call In process could jeopardise the Council's ability to be in a position to sign a Service Level Agreement to be the delivery partner with Bradford Council, and it in turn would mean that the Council was not in a position to sign the Funding Agreement with the DWP by the required date).

## **RESOURCES AND STRATEGY**

### **176 Financial Health Monitoring 2016/17 - April - January (Month 10)**

The Deputy Chief Executive submitted a report setting out the Council's projected financial health position for 2016/17 after 10 months of the year.

Responding to a Member's enquiry, the Board received further information regarding the latest position in respect of Business Rates reliefs and concessions, and discussed the number of businesses in Leeds which were affected by such provisions.

Furthermore, the Board noted the revised Minimum Revenue Provision (MRP) policy as agreed by Council on 22<sup>nd</sup> February 2017. In addition, and in response to a Member's enquiry regarding the continued pressures upon the Children's Services directorate budget, Members noted that actions were ongoing in order to monitor and look to address such matters.

#### **RESOLVED –**

- (a) That the projected financial position of the authority, as detailed within the submitted report, be noted;
- (b) That a budget virement of £906.8k from Civic Enterprise Leeds to Environment and Housing as outlined within paragraph 3.1.6 of the submitted report, be approved;
- (c) That the additional funding allocations for Leeds following the Spring Budget be noted, and that it also be noted that spending proposals will be brought forward in due course.

**DATE OF PUBLICATION:** FRIDAY, 24<sup>TH</sup> MARCH 2017

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 P.M. ON FRIDAY, 31<sup>ST</sup> MARCH 2017