

Report of Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: 18th December 2013

Subject: Citizens@Leeds: Responsive to the Needs of Local Communities

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input 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 the main issues

1. Executive Board received a report in December 2012 following a review of the council's area working arrangements. A number of recommendations were agreed and a number of those have already been implemented.
2. A number of recommendations identified the need to undertake further work to develop thinking further. Over the last year officers, working closely with the Area Committee chairs, have undertaken further work. This report now outlines a number of principles to underpin a new approach to our area working arrangements to be implemented at the beginning of the 2014/15 municipal year.
3. The new approach will seek to strengthen local democratic engagement and increase community engagement and involvement in local decision-making. The changes will see the development of Community Committees to replace the existing Area Committee arrangements. We will also build into these developments the need for all services to think more locally; for more decision making and budgets to be locally provided; and for the work and decisions of local members through the Community Committees to have improved recognition so that local people are more aware of actions, decisions and funding provided for local communities by local members.
4. The proposals in this report form part of a broader Citizens@Leeds approach that has been developed to ensure a focus on inclusive, locally provided citizen-based services delivered through a community hub approach. Three propositions have been developed that will help set out the building blocks for a city-wide response to tackling poverty and deprivation. The three propositions cover:
 - The need to **provide accessible and integrated services**;
 - The need to **help people out of financial hardship** and;
 - The need to **help people into work**.

5. A fourth proposition has been developed as part of the Citizens@Leeds proposals and whilst this proposition has a wider focus than just poverty and deprivation, it will make a significant contribution to our Citizens@Leeds aspirations. The fourth proposition is:
 - The need to be **responsive to the needs of local communities**.
6. The propositions need to be seen as a 'whole system' approach to tackling poverty rather than four independent propositions.
7. In November 2013, Members received a report covering the first two propositions and a report elsewhere on this agenda covers the third proposition of helping people into work. This report considers the fourth proposition of being responsive to the needs of local communities.

8. Recommendations

Members of Executive Board are recommended to:

- i. Endorse the "responsive to the needs of local communities" proposition as detailed at appendices 1;
- ii. Agree the principles identified at paragraphs 3.10 and 3.11 of the report and authorise the Assistant Chief Executive (Citizens and Communities) to consult on the community committee and community engagement proposals, prior to final arrangements being brought back to Executive Board in May 2014 for approval.

Main Report

1. Purpose of this report

- 1.1. This report builds on the report to the December 2012 Executive Board meeting which outlined the findings of the Area Working review.
- 1.2. This report specifically seeks endorsement of the Citizens@Leeds proposition of being responsive to local communities.
- 1.3. The report makes specific proposals to adopt a new approach to local democratic engagement and decision making, subject to consultation and discussion, before new arrangements are implemented for the 2014/15 municipal year.

2. Background information

- 2.1. The Best Council Plan 2013-17 identifies three key outcomes that need to be achieved if we are to achieve our best council ambition. These cover the need to improve the quality of life for our residents, particularly those who are vulnerable or in poverty; the need to make it easier for people to do business with us, and; the need to achieve savings and efficiencies required to continue to deliver frontline services. The proposals in this paper are intended to make a significant contribution to the delivery of our best council outcomes and will help achieve a number of the stated objectives, with a particular focus on ensuring the provision of high quality public services; becoming an efficient and enterprising council and; promoting sustainable and inclusive economic growth.
- 2.2. We have been working on a locality-based agenda for well over ten years since the introduction of Community Involvement Teams, and through a number of iterations our current locality leadership model has developed. In the current economic and financial climate, we need to build on these developments and create an even greater emphasis on getting more people involved in their local communities, in local decision-making, and in designing and delivering services that better meet current and future needs. The area working review report agreed by Executive Board in December 2012 proposed a number of changes.
- 2.3. One of the proposals was the development of the Area Lead Member role which is designed to give area committees more information and influence from a local perspective on key service areas. Area Lead Members have now been nominated to cover the four agreed areas of:
 - children's services;
 - health and wellbeing and adult social care;
 - environment and community safety;
 - Skills and welfare reform.
- 2.4. The area working review also considered the role of area committees and the need to improve community involvement and engagement in the local decision making process, as well as the need to improve the visibility of local members and the decisions that they take to support and enhance their local communities. Discussions have continued over recent months on the best way of addressing these issues and at Full Council in September 2013 Members received a report proposing the development of a "community council" approach to replace the current Area Committee arrangements as a way of demonstrating a new expression of democratic leadership. This move aims to ensure a focus on local issues by local people, and move away from the bureaucratic nature of

many area committee meetings where there is little or no public attendance. This report now makes specific proposals to move forward with new arrangements ready for introduction at the beginning of the 2014/15 municipal year.

3. Main Issues

- 3.1. Our Best Council Plan identifies the need for us to make it easier for people to do business with us as well as ensuring that we involve people in shaping their city. Our locality arrangements are key to achieving these aspirations.
- 3.2. Appendix 1 details the proposition around the need to be responsive to local communities and builds on work undertaken over the last couple of years to improve our locality working arrangements.
- 3.3. The proposition includes proposals to develop a new approach to build on the work of Area Committees, improving local democratic leadership of local areas, as well as providing a more meaningful way of involving local people in decisions that affect their local neighbourhoods. The key outcomes to be delivered are:
 - a) better engagement and closer involvement with local residents and communities with area-based work and decision-making;
 - b) greater democratic involvement, engagement and decision making relating to local services and local expenditure;
 - c) more efficient and effective area based committee arrangements which better meet the needs of members and local communities, and;
 - d) improved working with the council's key partners.
- 3.4. An away-day and workshop with area chairs was held in the summer to identify the key issues to be addressed. The key areas of concern identified by Members were identified as follows.
 - a) the work of area committees is not widely understood or recognised in the council or in communities;
 - b) the style of meetings does not naturally lend itself to effective engagement with local residents, and;
 - c) reports are not sufficiently tailored to the locality.
- 3.5. Discussions to date have indicated a need to change the presentation and identity of Area Committees, as well as their working arrangements. However, Members were clear as part of the area review that the current construction of three administrative areas with ten sub-areas (currently Area Committees) was an appropriate geographic base to develop any new arrangements. The current review of policing arrangements in the city is looking to develop a closer alignment with the (current) area committee arrangements and the proposals for a community committee approach will need to ensure the same can be achieved. Future policing arrangements for the city centre require us to give some thoughts to the locality implications arising and whether any changes in our own arrangements are necessary.

- 3.6. Research into locality working approaches in other councils has also been carried out, including Southwark, Sunderland, Kirklees, Rother District Council (Bexhill Town Forum), Liverpool (Vauxhall Neighbourhood Council), and Hull. The Scottish model, where community councils are statutory, was also explored. Dumfries and Galloway Council is cited as an example of best practice in its development of community councils. It covers 2,380 square miles and has an estimated population of 148,060 - around 60 people a square mile. Four area committees are sub-divided into 107 community councils – a model that is considered to work well in such a sparsely populated area.
- 3.7. Consideration of locality working models in other parts of England and Scotland has been beneficial in developing potential future models for Leeds. However, whilst useful lessons can be drawn from other councils, this does not necessarily mean they can be successfully applied in Leeds as the context is different and we already have arrangements which do many things well and do not want to lose those positives. It is also difficult to draw any hard and fast conclusions, given that information relating to amounts of funding and types of governance involved in the decision-making process was not always available.
- 3.8. The proposals in this report build on the area review work already undertaken and conclusions previously reached. Previous work concluded that engagement with local communities works best at neighbourhood rather than area committee level (e.g. neighbourhood forums are extremely well attended compared to area committees) and identified that a new approach is needed to integrate and work with existing networks including neighbourhood forums, neighbourhood improvement boards, area panels and children's services clusters, with the intention being to create a model that is coherent across the city, but still responsive to local needs.
- 3.9. Our new locality working approach is, therefore, proposed to be built on the development of Community Committees to replace the current Area Committee structure and the introduction of a new community engagement model to support the Community Committees in their decision making responsibilities.
- 3.10. The principles proposed to underpin the new Community Committee proposal are as follows:
- a) The ten Area Committees will be renamed Community Committees and will continue to be the vehicle through which the council delegates its locality decision-making process.
 - b) We will work with members to seek to develop new names and/or a new identity for Community Committees that more accurately relate to place and which help citizens understand the area covered by each Community Committee.
 - c) Community Committee meetings will be business focussed and remain open to the public in line with other formal meetings of council. They will still be a place for aspects of community engagement (e.g. local deputations and the open forum), however, their primary role will be a decision making one and more significant community engagement will be undertaken through other means.
 - d) The role and functions of Community Committees will essentially remain as described under the current procedural rules but with a greater emphasis on advertising the meetings to the public so people are aware of their existence and their role in the local area, as well as encouraging local residents to make use of the open forum.

- e) Community Committee meetings will meet in the communities and neighbourhoods they are representing in accessible places and buildings.
- f) Community Committees will be encouraged to include other non-voting representatives in their discussions, drawn from their locality, to contribute to, but not be part of, local decision making.
- g) Reduce the number of formal decision-making Community Committees to four a year, freeing up members and staff resource to focus on greater community involvement activity with more agile delegations to enable decisions to be taken between meetings.
- h) Arrangements will be put into place to delegate certain decision making responsibilities to Area Leaders in order to speed up decision making. Such arrangements to include the parameters for progressing an officer decision i.e. relevant members have been consulted and are in agreement with the decision.
- i) Community Committees will strengthen relationships with Parish and Town Councils in line with recommendations set out within the Safer and Stronger Communities Scrutiny Report. They will acknowledge their role providing strong local leadership as reflected and recognised in the Leeds Parish and Town Council Charter.
- j) Community Committees will develop their 'Quality Assurance' role of holding locally delivered services to account.
- k) Work and decisions of the Community Committees will be supported by better intelligence, gathered at the local level (bottom up) rather than (top down) corporate reports being made to 'fit' the locality.
- l) Shorter, punchier and jargon-free reporting at community committee meetings
- m) Dedicated communication expertise and capacity to be available to the Community Committees to promote their activities and decisions.
- n) Community Committees acting as local 'improvement committees' will be encouraged to proactively make recommendations back to the council's Executive Board, to officers, or other service providers where it considers city-wide policy or actions need to be taken or changed to support delivery of local priorities.
- o) As part of the 2014/15 and 2015/16 budgetary considerations proactive action will be taken to progress a 'community deal' approach to local resourcing with more responsibility being delegated to Community Committees, to assist in the delivery of wider city council efficiencies whilst supporting the need for more spend to be directed locally.
- p) Community Committees will have a close and effective relationship with the local policing team which are currently in the process of being re-organised around the existing 10 area committee boundaries, plus a team to cover the city centre.
- q) Consideration needs to be given to the city centre as part of the new arrangements to determine whether a different approach is required. This will also need to link into the ongoing review of Policing structures.

- 3.11. The principles proposed to underpin the new community engagement model are as follows:
- a) A new identity and branding based around Citizens@Leeds will demonstrate the council's commitment to greater public involvement. Well publicised and branded engagement opportunities will improve engagement in all locality based' meetings, activities and events to local residents, communities and businesses.
 - b) It is proposed to develop an identity and brand around Citizens@Leeds but on a local basis to support communication, engagement and understanding of engagement events. For example, use of the branding Citizens@Rothwell, Citizens@Kippax, Citizens@Calverley etc.), more than one ward (Citizens@Headingley&Burley) or parts of two wards (Citizens@Morley).
 - c) Community conversations will be developed in line with the new approach being proposed for a city conversation as part of our corporate engagement proposals.
 - d) A variety of methods (e.g. case conferencing, 'community conversations', expert witnesses, open public meetings) will be employed to feed into relevant work on local issues.
 - e) The development of an annual locality working engagement plan, which will include a number of community engagement events in the area. These could be theme based (e.g. housing, older people, schools etc.) or bolted onto an existing community event (e.g. consultation at the local gala). These engagement events will be issue-based rather than agenda-led.
 - f) Develop stronger links with existing neighbourhood forums, residents' associations, school clusters etc., and aim for the whole of the city to be covered by neighbourhood forums or their equivalent, and developing new local forums where necessary.
 - g) Meaningful engagement - the new model of locality working will give local residents opportunities to 'have their say' as well as a greater influence on decisions about the design and delivery of public services. Some of the above meetings could involve participatory budgeting or other tools that give local residents the opportunity to understand the decisions taken and their consequences.
 - h) Open and accessible, enabling local voices to be heard - a wide range of styles will be used for local engagement events and meetings to encourage participation, understanding and involvement. Changing the way meetings are arranged to make them more 'user-friendly' will improve engagement. Public meetings, activities and events will need to be designed and publicised so that local people genuinely want to attend and make their voices heard (e.g. the use of alternative seating arrangements, as well as time and venue, need to be taken into consideration).
 - i) We will ensure that all of the different communities affected by the council's decision-making are reached.

- 3.12. In delivering against the above principles it needs to be recognised that a significant cultural shift will need to occur in a number of areas. We will need to ensure we have appropriate support arrangements in place within the locality teams to effectively support the new way of working. Services will need to be more locally focussed and responsive to local issues and priorities and partners will need to engage with the new arrangements in a new and different way. Therefore, any change agreed will need to be supported by an appropriate organisational development and change process to ensure culture and behaviours also change to reflect the new way of working.
- 3.13. Members are asked to endorse the principles detailed above with a view to developing the proposal further, including further discussion and consultation with elected members, partners and citizens with a view to reporting back to Members of Executive Board in May 2014, ready for implementation of new arrangements for the 2014/15 municipal year.
- 3.14. Work is also progressing to establish a new Communities Partnership Board to replace the previous Safer and Stronger Communities Board, which will bring the partnership perspective to providing local leadership. The focus will be on listening to different voices of the communities in Leeds, including building on the work of the migration partnerships, equality hubs/networks and the work of poverty truth challenge. The terms of reference for the new Communities Board are attached at appendix 2.

4. Corporate Considerations

4.1 Consultation and engagement

- 4.1.1 The report is being presented to Executive Board at this time prior to a period of consultation that will take place in early 2014 with a report back to Members in May 2014.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The Citizens@Leeds propositions focus on addressing inequality and it is intended that measures will be developed to gauge the extent to which they are positively impacting on poverty and inequality in the city.
- 4.2.2 An equality screening exercise has been completed which identifies the significant contribution the Citizens@Leeds proposals are expected to contribute to equality issues in the city – a copy of which is appended as appendix 3. Specific equality impact assessments will be undertaken on specific initiatives and decisions as required.

4.3 Council Policies and City Priorities

- 4.3.1 The Best Council Plan 2013-17 identifies three key outcomes that need to be achieved if we are to achieve our best council ambition. These cover the need to improve the quality of life for our residents, particularly those who are vulnerable or in poverty; the need to make it easier for people to do business with us, and; the need to achieve savings and efficiencies required to continue to deliver frontline services. The proposals in this paper are intended to make a significant contribution to the delivery of our best council outcomes and will help achieve a number of the stated objectives.

4.4 Resources and Value for Money

4.4.1 There are no specific budgetary implications arising from the proposals in this report at this time. However, the report does identify as one of the draft key principles for Community Committees the need to delegate and devolve more decision making and resources to local areas. Therefore there could be resource implications and these will be considered as part of the council's normal budget arrangements as decisions are taken to delegate service responsibility and/or funding.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no specific legal, access to information or call-in implications arising from this report at this point in time. In developing the Community Committee proposals, further consideration will need to be given to required changes to the Council's Constitution. In considering the potential of community representatives being more formally involved in Community Committee meetings, consideration will need to be given to the requirements of the Local Government Act 1972, section(102)(3) to ensure such is done in the most appropriate manner.

4.6 Risk Management

4.6.1 There are no risk management issues of any significance arising from this report.

5. Conclusion

5.1. A new approach is needed if we are to respond fully to the outcomes of the area working review. The new approach outlined in this report seeks to strengthen local democratic engagement and increase community engagement and involvement in local decision-making. The changes will see the development of Community Committees to replace the existing Area Committee arrangements. We will also build into these developments the need for all services to think more locally; for more decision-making and budgets to be locally provided; and for the work and decisions of local members through the Community Committees to have improved recognition so that local people are more aware of actions, decisions and funding provided for local communities.

6. Recommendations

6.1. Members of Executive Board are recommended to:

- i. Endorse the being "responsive to the needs of local communities" proposition as detailed at appendix 1.
- ii. Agree the principles identified at paragraphs 3.10 and 3.11 of the report and authorise the Assistant Chief Executive (Citizens and Communities) to consult on the community committee and community engagement proposals, prior to final arrangements being brought back to Executive Board in May 2014 for approval.

7. Background documents¹

7.1. None.

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

Citizens@Leeds – Responsive to the needs of local communities

A key objective of Citizens@Leeds will be to provide local leadership and engagement and promote the voice of local communities. It will build on our existing locality working arrangements, underpinned by the locality working design principles previously agreed. We will provide an even greater emphasis on getting more people involved in their local neighbourhoods and in helping decision-makers to design and deliver services that better meet people's needs. We will take a number of actions to deliver an even more locally focussed agenda to act as a focus for elected members, communities and partners to provide local leadership, influence and action.

We will:

- Provide strong and effective leadership;
- Involve local people in local decision making;
- Understand our communities, and;
- Build resilience in our communities;

Providing strong and effective leadership

We will develop the concept of “**Community Committees**” as a new approach under which localised democratic leadership and partnership activities can be delivered. We will build on the work of area committees and other locally based structures to create a more coherent focus to our locality agenda – one that is better understood by local people; engages local elected members, communities and partners within it; provides a greater sense of local democratic leadership; and provides a sense of purpose, vision and commitment to local areas and issues.

Our partnership arrangements for working with communities are currently under review, but will build on our existing strong partnerships: the Safer and Stronger Communities Board will be succeeded by a single **Communities Board** that will bring together partners in a strategic alliance to work towards the Best City for Communities outcomes.

The Migration Partnership will continue to work with third sector partners on a range of issues affecting migrant communities as well as providing a strategic overview of migration in the city.

The communities agenda is a cross-cutting theme and work will be progressed to break down the culture of top-down, often silo based working, to create a new approach to leading and influencing a bottom- up approach across the organisation.

We will continue to forge relationships between services and localities so as to achieve greater co-working, joint commissioning and co-production to promote cultural and organisational change.

Involving local people in local decision making

Understanding and engaging with our many diverse communities underpins our locality working agenda. We will use the development of the Community Committee approach to engage better with local people and we will design public meetings and events in such a way so that people want to attend and engage with us. Ultimately we want to **provide a stronger “voice” for all**

There are a number of other well-developed ways of consulting, engaging and involving communities already in place through our engagement activity and approaches to promoting equality such as the Equalities Assembly and the Equalities Hub Network. We will build further on these.

We will utilise our locality working agenda to promote the principles of a **social contract** to encourage local people to do more for themselves and to engage with others to do the same. We will develop an open and honest dialogue with local people to encourage a spirit of joint working to achieve the outcomes we all want to see.

The **Third Sector** is critically important in engaging successfully with local communities. We will, therefore, build on the work of the **Third Sector Partnership** and the **Transform Leeds Commission** to further embed a number of areas for joint working with the third sector. The Citizens@Leeds agenda needs to be supported by everyone operating on the ground and working with communities and community organisations. The existing community-based capacity (delivered in large part by the council and the third sector) needs to be fully understood and utilised more effectively. Joint commissioning approaches will seek to optimise this capacity.

Understand our communities

Our communities change and evolve and it is critically important that we fully understand the make-up of our communities and the issues arising. We need to capture **information and intelligence** from our community engagement activity and use this proactively to inform our resource planning, prioritisation and decision-making arrangements.

We need to use the data and intelligence we have available to us (e.g. census, deprivation statistics, economic data, service data, financial data etc.) to **target our activity** and resources on the actions that will have the greatest impact on outcomes for local people.

The **Leeds Poverty Challenge** will provide a step change in our understanding of the root causes and real effects of poverty in the city and to challenge, inspire, and motivate the innovation needed to tackle poverty long term. The challenge will involve local people who are directly experiencing poverty, around the idea that 'Nothing without us about us is for us'. The findings of the Challenge will help provide a focus for joint action to help those most in need.

Building resilience in our communities

All of the above will go some way to help building resilience in our communities. However, there is a need to **build further capacity** in communities, institutions and services.

We need to think about the role that **commissioning** can play in supporting our Best City for Communities priorities.

We also need to understand the **state of relations** within and between our communities, working closely with community leaders and community influencers to monitor tensions and proactively take supportive action where necessary to resolve issues.

We need to help build effective partnerships with other providers and **co-produce** strategies, plans and services that are more joined-up and deliver better outcomes for local people. We need to help create the conditions where the spirit and practice of civic enterprise thrives.

The **assets** and community centres reviews present a unique opportunity for us to re-look at our asset base from a local perspective and re-shape it to better meet local needs as well as in assisting with our "place-based" agenda and developing the concept of community hubs. We will take bold and decisive steps to deal with long-standing asset-based issues so as to deliver financial savings and to better serve local needs. As part of this work we will look at community asset transfer or other models of community ownership where this makes sense.

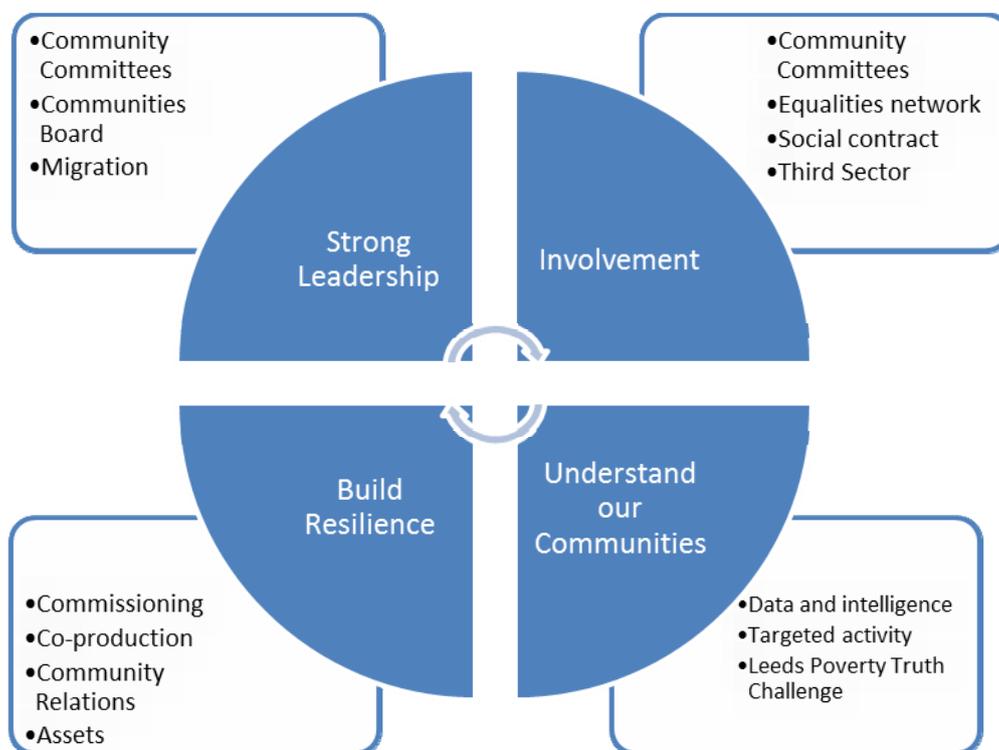
Summary

In short, this proposition underpins the delivery of the other three. It will create a new democratic leadership approach to engage elected members, partners and communities together to improve local decision-making, service design and delivery and actions that are much more reflective of local needs.

It will create a new platform for locally tailored interventions, supported through discretionary and mainstream funds so as to optimise investment and deliver efficiencies.

It will provide a voice for local people to engage with us as well as providing an opportunity for people to do more for themselves.

By creating the conditions for communities to thrive and services to be more locally-responsive, it has the potential to revolutionise the way we think, plan and deliver things together and from a “bottom-up” starting point, moving away from our traditional “top-down”, silo-based approach



Next steps

This proposition sets out a number of activities that will promote local leadership, engagement, influence and provide voices for local people. In the coming twelve months, we will:

- develop the concept of “Community Committees”;
- establish a city-wide partnership communities board to provide leadership and partnership oversight of the Citizens@Leeds initiative
- further embed the Locality Working Design Principles to underpin the delivery of our locality working aspirations;
- provide a stronger “voice” for all - building on the work of the Leeds poverty challenge, Third Sector Partnership and the Transform Leeds Commission, migration partnerships, equality networks and other city-wide and local engagement activities.
- Use the Assets and Community Centres reviews currently underway to re-look at our asset base from a local perspective and re-shape it to better meet local needs as well as in assisting with our “place-based” agenda and community hubs

Communities Board
DRAFT FOR DISCUSSION (V2 – Nov 13)
Terms of Reference

Purpose

The purpose of the Communities Board is to provide strong and effective leadership to support partnership work that takes action to deliver the Best City aspirations set out in the Vision for Leeds 2013 to 2030, in particular, focussing on poverty and other related issues. It will aim to join up activities to maximise outcomes, and to create a culture where partnership work in the interests of local people is built into the way all agencies, sectors and organisations act.

Strategic Leadership

The board will lead the long-term strategy for the city for tackling poverty and other related issues within communities and co-ordinate the partnership actions to achieve agreed priorities.

Primary Responsibilities

The Communities Board is not a separate legal entity. Each partner on the Board retains its own functions and responsibilities, for example for Leeds City Council – its role in the Board is accountable to the Leeds City Council Executive Board.

The Board provides a focus for the agreement of shared action between partners and constructive challenge to make sure that the partnership work improves outcomes, adds value and inspires innovation.

Roles

The chair will be the Executive Board Member for Neighbourhoods, Planning & Support Services.

There will be two vice-chairs who will be selected from the third sector members.

Executive accountability will be with Leeds City Council via the Assistant Chief Executive, Citizens and Communities.

Servicing and support will be the responsibility of the Citizens and Communities Directorate, Leeds City Council

Responsibilities

The Communities Board will:

- lead the joint delivery of strategic action to tackle poverty and other related issues;
- develop, deliver and report on an action plan to deliver the objectives set out in an agreed and published Board work programme and tackle underperformance against the priorities and targets;
- provide a framework within which partners may agree to commission services together, with pooled or aligned budgets;
- act as an advocate for the contribution which these themes make to public policy and partnership working in the city, and support the culture and practice of partnership working;
- jointly develop, innovate or sponsor new activities, which support the aspiration to become the Best City for Communities;
- identify opportunities for greater efficiency or effectiveness through a common approach and innovative solutions to areas of policy, planning, performance management, consultation, reporting, communication, resource allocation or delivery of services in the city and take action as appropriate;

- evaluate the impact of interventions, capture learning and disseminate good practice across partners in city; and
- influence local, regional and national government policy initiatives linked to the Communities agenda.

The Communities Board will have specific oversight of workstreams that meet one or more for the following objectives:

- Creating the CONDITIONS for all communities to thrive
- Embracing, understanding and planning for our DIVERSE CITY
- Preventing POVERTY by helping people into work and out of financial hardship
- Making sure Leeds services are ACCESSIBLE and integrated for all communities
- Supporting ALL people and communities to be RESILIENT
- Making sure no communities are hard to REACH or easy to ignore

Joint working

The Communities Board is one of five Strategic Partnership Boards in Leeds which together are responsible for oversight of the agreed work programme, and will work in co-operation with each other.

The Communities Board will link to all relevant boards and the Leeds Third Sector Partnership the relevant Leeds City Council Scrutiny Boards and the Citizens@Leeds Programme Board.

Equality and community engagement

The Board will have due regard to equality in all its activities, and will take steps to demonstrate it has consulted with communities appropriately in all its decisions.

Membership – to develop

The membership of the group will be chosen to reflect a cross sector balance of expertise and knowledge in working with communities.

The cross sector balance will reflect all relevant sectors to the agenda, specifically including:

- Elected members from the main parties
- Community sector
- Further or Higher education sector
- Health and wellbeing
- Housing
- Locality working
- Police
- Third sector

Board support

Officers from Leeds City Council and other partners will be invited to attend the board at the discretion of the Chair. Their role will include advising the group, preparing agendas, minutes, reports and briefings for the Board, and following up actions arising from discussions and decisions made by the board.

Openness

Meetings are not open to the public, but papers, agendas and minutes will be published on the Leeds City Council website promptly, and through any other relevant partner website. A forward plan of meetings will be published on the Leeds City Council website.

These Terms of Reference were agreed:

Date:

Signed:

XXX Chair, Communities Board

Appendix 3
Equality, Diversity, Cohesion and
Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Citizens and Communities	Service area:
Lead person: Anne McMaster	Contact number: 39 54032

1. Title: Citizens@leeds: developing a new approach to poverty and deprivation

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

The paper outlines the council’s commitment to tackle poverty and deprivation, and describes a new approach to address this vital area. The approach focuses on the propositions which cover the need to:

- Provide accessible and integrated services
- Help people out of financial hardship
- Help people into work
- Be responsive to the needs of local communities

Together these propositions provide a whole system approach and work together and in close collaboration with each other rather than being independent strands of work.

To take forward each of the propositions work programmes are being developed, which cover some of the following areas:

Accessible and Integrated Services:

- Community hubs which will provide truly integrated services – consultation and engagement is currently being planned to inform the development of the new services
- Digital access – enabling more self service where possible and appropriate which will ensure that front line officers can focus on delivering an integrated service to those most in need of support

Helping people out of financial hardship

- Affordable rent - tenants with rent arrears are growing as a result of under occupancy charges, and work is taking place to address this. A particular focus is also taking place on care leavers to support the transition from care to independence
- High cost lending and promoting more affordable financial services – many people in debt do not have access to affordable loans and this area of work seeks to address this
- Consideration is being to the new social contract and development of this

Helping people into work

- A main way out of poverty is through employment, although it is recognised that many people in employment are still living in poverty.
- Specific and targeted activities at a local level are being developed
- Partners across the city are working together to share information to maximise resources to help prioritise and target services to those furthest from work

Be responsive to the needs of local communities

- Development of community councils to enable more local engagement to influence the decision making process
- Introduction of area lead member roles to give members more information and influence from a local perspective on key service areas
- Building capacity and resilience in communities

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	√	
Have there been or likely to be any public concerns about the policy or proposal?	√	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	√	

Could the proposal affect our workforce or employment practices?	√	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	√ √ √	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

Underpinning the new approach is the recognition of different outcomes for different people. The focus is on eradicating poverty and there is well documented evidence that people with the protected characteristics are over represented in this group.

There is a commitment to take forward the work across all the propositions using an evidence base, which includes the information relating to demographics and differentiated outcomes. There is also focus on ensuring that universal services continue to be provided in the most efficient way so that resources can be freed up, where possible to ensure more targeted work to those most in need.

As an over-arching approach to addressing poverty it is not appropriate to undertake public consultation at this stage. However, consultation and engagement has and will continue to take place in connection with specific work in this area, in the future.

- **Key findings** (think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

This approach is aimed at providing practical solutions that are sustainable and scalable to meet the significant challenges faced by citizens and communities in Leeds. It recognises that the current economic climate is more difficult for some communities and aims to address this. In broad terms this focuses on those in poverty, and will support those people to move out of poverty.

Specific findings will be highlighted within each of the relevant screening/impact assessments in relation to the different propositions

<ul style="list-style-type: none"> • Actions (think about how you will promote positive impact and remove/ reduce negative impact) <p>Whilst recognising that the overall approach is inherently about addressing equality, individual equality impact assessments will take place on each of these. Any additional actions in relation to equality will then be included within the appropriate work programme and taken forward accordingly</p> <p>For each of the propositions relevant and appropriate consultation will take place in accordance with best practise in this area</p>
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5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval
Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
James Rogers	Assistant Chief Executive Citizens and Communities	16 October 2013

7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screenings should be sent to equalityteam@leeds.gov.uk. For record keeping purposes it will be kept on file (but not published).

Date screening completed	16 October 2013
If relates to a Key Decision - date sent to Corporate Governance	
Any other decision – date sent to Equality Team (equalityteam@leeds.gov.uk)	16 October 2013