

## **SCRUTINY BOARD (CITIZENS AND COMMUNITIES)**

### **THE DEVELOPEMNT OF COMMUNITY HUBS**

#### **TERMS OF REFERENCE**

##### **1.0 Introduction**

- 1.1 Under the banner of Citizens@Leeds, the Citizens and Communities directorate continues to lead on delivering the community hub approach across the city. This is in line with the Council's ambition to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact.
- 1.2 Phase 1 of this approach involved the development of three pathfinder community hubs which have now been in operation since April 2014. Future phases will see the development of the Community Hub approach into 3 'types' of provision (Community Hub Extra; Community Hub Local; and Community Hub Mobile). Phase 2 involves proposals for a further 12 community hub sites during the next 12 months and proposals for Phase 3 will also be developed to extend the provision of community hubs across the whole city over the next 18-24 months.
- 1.3 The Citizens and Communities Scrutiny Board recognises that the Phase 1 work still continues to be central in providing a 'blueprint' for the future development of the hub network across the city. As such, the Scrutiny Board's inquiry will evaluate the strengths and weaknesses of the pathfinder community hubs from a buildings and infrastructure perspective. As part of this, the Board will consult with existing 'front of house' staff and service user representatives. The findings from this inquiry will then help inform the business case for Phase 2 in terms of identifying minimum requirements for proposed future provisions.
- 1.4 The Board will also be considering the flexibility of the model in engaging other partner services in the community hub approach, with a particular focus on health sector partners. By exploring existing good practice, the Board will engage with primary care commissioners and providers to help promote the vision of the model and the mutual benefits to be gained by closer integration of services.

## **2.0 Scope of the inquiry**

2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

- The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
- The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
- Service user feedback in terms of the model delivering a more integrated service.
- Community hub building standards and any minimum requirements for future proposed sites.
- The flexibility of the community hub model in encouraging closer integration with partner services.
- Opportunities for strengthening integration with health sector partner services, exploring existing good practice to demonstrate the mutual benefits to be gained.

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

3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.

3.2 The main objective of this inquiry is to assist the Citizens and Communities directorate in evaluating the strengths and weaknesses of the three pathfinder community hubs as part of the ongoing development of the community hub network. In particular, the Scrutiny Board's findings will help to inform the business case for Phase 2 in terms of identifying minimum requirements for proposed future provisions.

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

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

## **5.0 Timetable for the inquiry**

5.1 The Inquiry will take place over a number of sessions. These sessions will also involve working group meetings with stakeholders, which will provide flexibility for the Board to gather and consider evidence.

5.2 The length of the Inquiry is subject to change. However it is anticipated that a final report will be produced by February/March 2016.

## **6.0 Submission of evidence**

### **6.1 Session one – November 2015**

To consider evidence in relation to the following:

- The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
- The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)

### **6.2 Session two – November/December 2015**

Undertaking site visits to the three pathfinder community hubs and obtaining service user feedback in terms of the model delivering a more integrated service.

### **6.3 Session three – December 2015**

To consider evidence in relation to the following:

- Community hub building standards and any minimum requirements for future proposed sites.
- The flexibility of the community hub model in encouraging closer integration with partner services.

### **6.4 Session four – January 2016**

To explore opportunities for strengthening integration with health sector partner services, exploring existing good practice to demonstrate the mutual benefits to be gained.

### **6.5 Session five – February 2016**

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

## **7.0 Witnesses**

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

- Assistant Chief Executive (Citizens and Communities)
- Chief Officer Customer Access
- Head of Customer Contact
- Executive Board Member for Communities

- Staff representation from the pathfinder community hubs
- Service user representation
- Clinical Commissioning Groups and primary care provider representation.

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

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

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

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