



# Districts and Public Engagement O&S Committee

## Scrutiny Inquiry: The Role of Councillors on District Committees

### Evidence Pack



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## Terms of Reference

# The Role of Councillors on District Committees

## Districts and Public Engagement Overview and Scrutiny Committee

<b>Lead Member:</b>	Cllr Waseem Zaffar
<b>Inquiry Members:</b>	Cllrs Deirdre Alden, Gurdial Singh Atwal, Roger Harmer, David Pears Rob Pocock, Claire Spencer, Ron Storer, Sharon Thompson and Fiona Williams
<b>Officer Support:</b>	Benita Wishart, Overview and Scrutiny Manager Amanda Simcox, Research and Policy Officer David Smith, Committee Manager

<b>Context</b>	Since 2012 the role of District Committees has changed as they have acquired more responsibilities and associated budgets. Consequently the roles of Councillors has changed and the expectations placed upon them has increased.
<b>Key question:</b>	<b>How has the role of Councillors changed due to the extension of devolution in 2012 and how will it continue to change?</b>
<b>Key lines of enquiry:</b>	<ul style="list-style-type: none"> <li>• What are the roles of the District Committees Councillors and District Chairs?</li> <li>• What are the expectations and requirements of Councillors as members of District Committees and how much are these understood?</li> <li>• Do Councillors have the capacity to fully undertake their role?</li> <li>• Is suitable support available to District Committees?</li> <li>• How will the future changes to devolution impact on roles?</li> </ul> <p><b>Two Case studies will be taken to illustrate the issues:</b></p> <ol style="list-style-type: none"> <li><b>1) Housing:</b> Housing Management; Tenant Engagement; District Housing Panels; and the Impact of other housing services – e.g. Allocations, homelessness and development.</li> <li><b>2) Libraries and Youth Services</b> Community libraries have been managed directly by Districts for some time whereas the Youth Service is a recently devolved service that is managed centrally.</li> </ol>



<b>Key witnesses to include:</b>	TBC	
<b>Inquiry Plan:</b>	<p><b>2014</b> Sept / Oct October</p> <p>18 November 9 December</p> <p>December</p> <p><b>2015</b> January</p> <p>3 February</p>	<p>Terms of Reference agreed Launch Call for Evidence</p> <p>Evidence gathering</p> <p>Call for Evidence ends Collation and Analysis of Evidence Evidence and background information to Members Member deliberation</p> <p>Committee to agree report Report to Executive (8 day rule)</p> <p>Finalise report and send to print</p> <p>Report to City Council (tbc)</p> <p>More detailed indicative work programme will follow.</p> <p>It is anticipated that most evidence gathering will be carried out in formal committee meetings.</p> <p>Social media will be used to communicate progress and ensure broader views are considered. This will include:</p> <p>Twitter: <a href="http://es.twitter.com/bhamscrutiny">http://es.twitter.com/bhamscrutiny</a>          Blog: <a href="http://bhamdistrictscrutiny.wordpress.com/">http://bhamdistrictscrutiny.wordpress.com/</a>          BCC web site: <a href="http://www.birmingham.gov.uk/scrutiny">http://www.birmingham.gov.uk/scrutiny</a></p>

<b>Anticipated outcomes:</b>	Report to City Council in February 2015 (tbc)
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## Appendix: Extract from City Council Constitution

### Constitution: Volume A, Article 10 pages 32 & 33

Executive Members for Local Services (EMLS) will have a leadership responsibility for 'place' matters within their District including:

- I. Effective discharge of the local executive remit, through delegations, of their District Committee.
- II. Production of an annual Executive Member for Local Services District Policy Statement and District Development Plan setting out locally determined priorities and policies for approval by the District Committee.
- III. Attendance at Cabinet meetings to voice local matters in relation to the Executive decisions taken.
- IV. Attend Overview and Scrutiny to account for delegated responsibilities for the District Committee, including financial delegations and policy priorities as set out in policy statements and development plans.

Each District Committee will also hold an annual District Convention with input from community groups, partners and other stakeholders, to inform on District priorities arising from the Local Service District Policy Statement.

### Constitution: Volume B, B6 pages 55 & 56

District Committee Executive Members lead on the "high quality of life" community strategy outcome – helping Birmingham people improve their quality of life including good housing and enjoying renowned cultural and leisure opportunities – and associated targets. The following functions are devolved to District Committees:

• Adult Education	• Neighbourhood Advice and Information Service
• Community Arts	• Pest Control Services
• Community Development	• Play Service
• Community Libraries	• Power to authorise the picking up of stray dogs
• District Engineers	• Powers and duties under the Highways Act 1980, the Wildlife & Countryside Act 1981 and the New Roads & Streets Act 1991 (Executive powers only)
• Employment Access & Local Employment Plans	• Powers relating to scavenging in alleyways under Sec. 78 Public Health Act 1936
• Enforcement of litter & pest control	• Powers under Dogs (Fouling of Land) Act 1996
• Enforcement relating to fly posting, placarding, graffiti and fly tipping	• Pre-tenancy Services
• Highway Services	• Refuse Collection, Street Cleansing and Recycling
• Housing Liaison Boards	• School Crossing Patrols
• Housing Management Services, including Tenant Participation/Resident Engagement, and Estate Management / Housing Repairs & relationships with the private rented sector	• Sport and Leisure Service
• Local Car Parks	• Trading Standards
• Local Community Safety	• Ward Support and Community Chest
• Local Markets	• Youth Engagement
• Local Parks and Allotments	• Youth Services, including activities for young people



**Constitution: Volume B, B6 page 56**

- a) District Committees will not be responsible for the management of building assets, which will be managed centrally. There will be a suitable arrangement to reflect the costs of assets and to encourage cost-effective use of buildings in local areas.
- b) District Committees may vary in so far as is reasonably practicable and within the scope of available budgets, the city wide service level agreements in respect of the performance of the functions which are devolved to them in their District.
- c) District Committees may consider, approve or recommend changes so far as is reasonably practicable to Service Redesigns which affect the performance of the functions which are devolved to them in their District.
- d) District Committees will usually only be attended by the following officers – lead District officer, District Champion, District Finance and Legal Officers, and Committee Clerk; other officers may attend as may be approved by District and Ward Committee Chairs usually at their Pre-Agenda meeting.
- e) District Committee Chairs and their lead District Officers are required to attend Star Chamber with the Deputy Leader if any overspend is not corrected within the required timescale; in this event a warning may be given and if the terms of the warning are not complied with, then financial control is liable to be withdrawn for the District and returned to be managed centrally.
- f) Chief Officers may as relevant to their Directorate make decisions on matters devolved to District Committees provided that the value of any such individual decision does not exceed £100,000.
- g) Chief Officers, as relevant to their directorate, may make decisions and approve expenditure between £100,000 and £500,000 jointly with the Executive Member for Local Services, on matters devolved to District Committees.

## Extracts from Kerslake Review

Below are relevant extracts from ‘The way forward: an independent review of the governance and organisational capabilities of Birmingham City Council’ regarding District Committees.

### **Recommendation 7 (page 12)**

b. the 10 District Committees should not be responsible for delivering services or managing them through Service Level Agreements. Instead, if they are to be retained, they should be refocused on shaping and leading their local areas through influence, representation and independent challenge of all public services located in the District, including those of the council;

c. the Districts should be provided with a modest commissioning budget to purchase additional services that help meet local priorities. Services commissioned will not necessarily need to be managed or provided by the council. They will need to effectively manage their own finances and meetings must be open to the public and outside of the town hall;

### **The City Council’s response in relation to Recommendation 7 and District Committees was:**

Furthermore, the Review incorrectly suggests that District Committees are responsible for the management and delivery of services, whereas that is actually the responsibility of the Place Directorate. As is correctly stated in the Review, District Committees should be providing member oversight of the services delivered within a district, through challenge and scrutiny processes.

The CGR (Community Governance Review) will be asked to bring forward the new model for devolution to allow its introduction through constitutional changes introduced at the Council AGM, thereby establishing the arrangements for ensuring community engagement by elected members at the ward level and for the challenge and scrutiny role through District Committees.

### **The existing devolution arrangements are not sustainable: points 19, 20 & 21 (page 19)**

19. Our view is that the current arrangements in Birmingham are not sustainable for two reasons: first, because the management and delivery of services by District Committees is neither efficient nor effective; and second, because the city’s growing population will mean Birmingham’s wards become too large for effective and convenient local government.

20. District Committees are not working as a model for delivering services or for community representation. Summarised by one person we interviewed as: “District Committees are too big to be local but too small to be strategic.”

*“The budget available to District Committees no longer makes them worthwhile, and many of the services they provide should be wider than Districts.” Cabinet member*

*“The 10 Districts are an empty paper bag.” Backbench councillor  
District Committees are “trying to build lifeboats but trying to build them out of parachute silk and string because that’s all we have left.” District Committee officer*

21. We do not think the theory of devolution, in effect creating 10 mini councils within Birmingham, is working in practice or will work:

a. District Committees have not been able to maintain financial control. There were significant overspends in District budgets on sport and leisure services for several years. The cumulative overspend balances across all Districts totalled £8.4m at the end of 2011/12;

b. the discretionary spending that is actually controlled by District Committees has shrunk dramatically. In 2014/15 individual Districts were responsible for £105.9m, of which, £24.9 million is discretionary. This has declined by 46.6% since 2010/11 when the directly managed discretionary expenditure by Districts was £46.7 million. The council has sought to offset this decline by giving District Committee’s influence over additional services, such as housing management, which we think they lack the capacity to manage effectively; and,

c. because we were told that officer headcount assigned to the District Committees has fallen from 900 to 358. 5 of the 10 current District Managers are currently being filled on an interim basis and 1 of the 10 District Managers is part-time.

#### **A new model for devolution: points 40, 41 & 42 (page 25)**

40. However, if the existing District Committees are to be retained they should no longer be responsible for delivering services or managing them through Service Level Agreements. Instead they should be refocused on shaping and leading their local area through influence, representation, and independent challenge and scrutiny of all public services located in the city within the District, including those run by the council.

41. A modest discretionary budget should be made available to provide a top-up to services to reflect local needs. Services purchased will not need to be managed or provided by the council. District Committees will need to be able to manage their finances and meetings should take place in the community and be open to the public. Alternatively this could operate at a ward level.

42. If the decision is taken to retain the Districts exercising a powerful scrutiny function then the number of city-wide Scrutiny Committees should be reviewed and in light of this reduced to no more than 3. These scrutiny committees should focus on city-wide services and performance.





# The Role of Councillors on District Committees

## Survey Results

### 1 Introduction

- 1.1 A survey/questionnaire was used to gather views from Councillors for this Inquiry. This was put on the Be-heard website and hard copies were distributed to Councillors.
- 1.2 The survey took place from 10<sup>th</sup> November 2014 to 7<sup>th</sup> December 2014.
- 1.3 Please see Appendix A for the survey/questionnaire.

### 2 Who Responded

- 2.1 A total of 16 responses have been received (this is a 13% response rate) from the following Districts and wards:
  - Erdington District (Erdington, Kingstanding and Stockland Green Wards);
  - Edgbaston District (Edgbaston and Harborne Wards);
  - Hall Green District (Sparkbrook and Springfield Wards);
  - Hodge Hill District (Shard End and Washwood Heath Wards);
  - Northfield District (Longbridge Ward);
  - Perry Barr District (Lozells & East Handsworth Ward)
  - Selly Oak District (Billesley Ward);
  - Sutton District (Sutton New Hall and Sutton Trinity Wards).
- 2.2 Included within these are responses from the Executive Members for Local Services (EMLS) for Hodge Hill & Perry Barr. Also, four respondents who are not currently an EMLS / District Chair but had been in the past.
- 2.3 No survey responses have been received from Councillors from the Ladywood District. However, the Executive Member for Local Services (EMLS) did attend the Committee meeting in November 2014 as part of the evidence gathering for this Inquiry.



## 3 Main Function / Purpose of District Committees

3.1 Respondents were asked what their view is of the main function of their District Committee. Responses ranged from:

- District Committees not working and noting and rubberstamping decisions due to limited devolved power, Service Level Agreements (SLAs) and budgets;
- Providing strategic leadership and planning / approve and make decisions regarding corporate, partnership and strategic matters;
- Allocate and scrutinise spend of District budgets / oversee delivery of savings targets and the management of the budget;
- Innovate and drive performance / commission, priorities and challenge the provision of devolved services;
- For Ward Councillors to come together and get a jointed up view and be a sounding board for District opinion;
- Raising issues / concerns that cannot be dealt with at a ward basis alone;
- Overseeing work of staff and the decisions of the EMLS;
- Improving the services delivered to residents across the area by monitoring / challenging reports;

3.2 Respondents were asked whether they thought that councillors; officers and the public understood the purpose of District Committees. The responses are as follows:

**Table1: Understand the Purpose of District Committees**

	No		Yes - Few		Yes - Most	
<b>Councillors</b>	1	6%	6	38%	8	50%
<b>Officers</b>	3	19%	3	19%	9	56%
<b>Public</b>	11	69%	3	19%	1	6%

## 4 Roles

### Executive Members for Local Services

4.1 Respondents were asked what they thought the EMLS role was on their District Committee. Examples of respondents comments:

**“I don’t know” – a meaningless role.”**

**“To be an overpaid Chair of the cttee (in return for sitting through cabinet meetings.”**



**“Strategic leadership and planning of both council services and partner engagement at District.”**

**“To be the ultimate decision maker whose work is scrutinised by the wider committee.”**

**“Budget effectively within the spend limits.”**

**“Keep overview of budget, manages developing issues and works towards consensus and group working.”**

**“Defending district decisions with Executive.”**

**“Ensure effective delivery of SLA’s.”**

#### **Councillors (not an EMLS)**

4.2 Respondents were asked what they thought the councillors (other than EMLS) role was on their District Committee. Examples of respondents comments:

**“Read the papers. Attend boring and mainly pointless district meetings.”**

**“Hold officers accountable.”**

**“Should hold EMLS to account (whether this happens or not is a different matter.”**

**“Give their opinions – largely a consultative role in current climate of cuts.”**

**“Challenge, much in the same way as Scrutiny members. Bringing forward ward based evidence to substantiate decisions and challenge. Working towards consensus with other members in order to make district decisions.”**

**“Making key strategic decisions and recommendations regarding services within the delegation of districts as well as wider service related matters.”**

**“To provide governance and ensure budgets are monitored and steps taken to try and ensure budget is achieved if possible.”**



**“To challenge reports, highlight issues to be raised on future agendas and reports. Speak for their ward and engage with residents.”**

## 5 Support

### To District Committees

- 5.1 Respondents were asked what support the District Committee received to fulfil its function and whether the support available to District Committees was sufficient to fulfil its function.
- 5.2 Of the 15 that responded to whether the support was sufficient 56% (9) ticked 'No', 19% (3) 'didn't know' and 19% (3) ticked 'Yes'.
- 5.3 Support received ranged from:
- Very little;
  - Some officer support (e.g. strategic lead / District Lead, revenue budget monitoring officer, legal representative; senior officers in Place Directorate who deal with more than one District);
  - Good administration support from locally based officers,
  - Majority of information from very efficient District staff;
  - Support from Committee services: clerk and webstream officer;
  - Officer when required to deliver updated and reports on a "ad hoc" basis;
  - Support from District Chair.

### To Councillors

- 5.4 Respondents were asked what support they received to fulfil their role and whether they required further support to fulfil their role on District Committees.
- 5.5 Support received ranged from:
- None;
  - Very little;
  - Other Councillors and EMLS;
  - Reducing District Officers.
  - Committee Clerk;
  - District lead / Finance and Legal Officers;
- 5.6 Of the 15 that responded to whether they required further support 56% (9) ticked 'No', 31% (5) ticked 'Yes' and 6% (1) 'didn't know'.
- 5.7 Further support requested was broadly:
- Induction which covers basic skills for reviewing budgets;
  - Part time administration support for EMLS;



- Community Safety Officer per district;
- Ward Support Officer who would be able to access other forms of funding (in and outside the Council);
- Regular briefing sessions on the budget and major issues.

## 6 Barriers

6.1 Respondents were asked what barriers they have to fulfilling their role on District Committees. Examples of respondents comments:

**“District Chairs should receive the same support as Executive and Cabinet Members e.g. dedicated admin. Support and office space within the District.”**

**“The reality is that 95% is controlled from the centre.”**

**“None except ongoing financial pressures. Barriers are challenges to overcome. Too often we get told the answer to the question is “we can’t do that” when in fact we should be challenging this with “do not tell me what we can’t do, tell me what we can do.”**

**“What is the role? No power.”**

**“The timing of the committees are not ideal for those councillors who also work. There should be more consideration given to finding an appropriate time”.**

**“Insufficient information given to members, over reliant on district chairman being willing to share details early (ours is not willing to do that).”**

**“1) location in centre of Birmingham not ideal for residents in Sutton. 2) lack of budget to deliver and 3) residents have no say on reports considered.”**

## 7 Further Budget Cuts on Support for District Committees

7.1 Respondents were asked what they thought would be the potential impact of further budget cuts on support for District Committees. Examples of respondents comments:

**“Make District Committees even more pointless.”**

**“They won’t function.”**



# The Role of Councillors on District Committees

**“If the district budget is managed properly there should be little practical impact.”**

**“Further budget cuts will result in less autonomy to make decisions regarding the controllable budget. It will also result in the closure of more directly managed district services which will have a detrimental effect on residents and visitors who use/access these services.”**

**“To remove officer support from Districts would negate the purpose of their existence and their capability to take decisions as no one would be there to ensure compliance etc.”**

**“Devastation! Cannot do tasks. Lack of officers to help look for other funds and overworked officers doing best to cope at present.”**

**“Their minute credibility will diminish further – frankly they are no more than a talking shop to keep administration back benchers believing they are occupied.”**

**“Abolish District Committees. Give more power to wards.”**

## 8 Recommendations

8.1 Respondents were asked whether they had any recommendation(s) for this Inquiry. 12 respondents ticked 'yes' and their recommendations are:

**“Birmingham should be broken up into boroughs where they have their own autonomy and deliver services specific for the needs of the local area. Remove all limits to districts moving their budgets around, allowing all budgets to be controllable. Allow more budgets to be passed to ward levels and put a safeguard in so is a decision is based in ward x those councillors can't be ignored.”**

**“1. Turn District Committees into District Housing Boards, as this is the one service (with its ring-fenced budget) they might then hope to influence/improve;  
2. Support genuine devolution to independent parish –style community councils. Able to raise a local rate, these would have a genuine potential to act in partnership with BCC on a range of services like street cleaning, environmental improvements and local planning.”**



"That it takes account of the fact that in 2 years officers with the place directorate have never understood the role of District Committees. What comes first, decimation of district budgets so that no governance structures are required to administer services that cannot be provided at district level, or adequate understanding of governance arrangements devolved to districts to determine and set priorities for budgets and the cuts?"

"District sub-groups should not be politicised and be Party appointments like in Erdington. If the work of the committee was genuinely valued it would be based on a proportional system. Greater flexibility on meeting times and venue would also be beneficial for interacting with the public."

"1. I believe District Committees are essential for overview and scrutiny of devolved local services however I think they should have more decision making 'powers' and that more services and budgets should be devolved which will enable District Committees to have greater autonomy and decision making powers. 2. I also think that the District Committee should be able to decide what capital receipts acquired from the sale of district assets should be spent on instead of them going into a central pot. We are happy to contribute, however we have significant financial challenges in the District which funds generated from the sale of district assets could have contributed to. This is another example of the lack of control of financial resources at district level. 3. Finally, many of the reports that come to district committee are for 'noting' only as opposed to being for decision. Again, the Committee would like a greater role in making decisions about matters that affect our wards."

"1) Keep community chest. 2) Give real power and devolved budgets for all services to the District. 3) Recognise officer number at District level have been slashed too much."

"Abolish them (we never used to have them). The original idea was positive and well intended. The reality is a waste of time and resources/money. Strengthen Ward Committees to better engage with residents."

"I'm not sure that the District committee really has any serious authority. Though my experience is of being in the minority party in Edgbaston so it is hard to tell."



## The Role of Councillors on District Committees

**“District Committees should be held in their respective districts at times where more public attendance would be achieved. Holding them in the Council House is completely and utterly pointless.”**

**“Highlight main issues from feedback. Draw out best practice and get them bedded in to Districts! Hold Leader to account especially where it is not working! Influence budget so that it is really fair for all.”**

**"1) Abolish District – Hodge Hill District has no purpose. 2) Turn District support – not sure what this is – into support to make residents' priorities happen at ward level. 3) Need performance info on service delivery at ward level."**

**Contact Officer:** Amanda Simcox, Research & Policy Officer, Scrutiny Office, 0121 675 8444 / [Amanda.j.simcox@birmingham.gov.uk](mailto:Amanda.j.simcox@birmingham.gov.uk)





## Appendix A: The Role of Councillors on District Committees Survey

The Districts and Public Engagement Overview and Scrutiny Committee is undertaking an inquiry looking at the role of Councillors on District Committees. The Committee is interested in the views of all Councillors and wishes to gauge the level of support to Councillors on District Committees. To help the Committee do this please complete this short survey by the **30<sup>th</sup> November 2014**.

**THIS CAN ALTERNATIVELY BE COMPLETED ON LINE**

<https://www.birminghambeheard.org.uk/bcc/92efcd1c>

1) What is your name? (This is optional) \_\_\_\_\_

2) Which Ward do you represent? \_\_\_\_\_

3) Are you an Executive Member for Local Services (EMLS)?

Yes

No

Not currently an EMLS but have been previously

### District Committee's Function

4) What in your view is the main function of your District Committee?

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5) What support does the District Committee receive to fulfil its function?

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# The Role of Councillors on District Committees

6) In your view is the amount of support available to District Committees sufficient to fulfil its function?

Yes       No       Don't Know

7) Does your District Committee have effective links/relationships to locality based structures (e.g. Ward Committees and Neighbourhood Tasking Groups etc)?

Yes       No       Don't Know

8) Do you think the following understand the purpose of District Committees?

	No	Yes – few	Yes - most
<b>Councillors</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Officers</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Public</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Your Role

9) What in your view is the Executive Member for Local Services (EMLS) role on your District Committee?

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10) What in your view is the role of Councillors (other than EMLS) on your District Committee?

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11) What barriers do you have to fulfilling your role on District Committees?

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12) What support do you receive to fulfil your role?

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13) Do you require further support to fulfil your role on your District Committee?

Yes     No     Don't know

14) If you ticked yes what further support do you need to fulfil your role on your District Committee?

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### **Future Changes and Recommendations**

15) What is the potential impact of further budget cuts on support for District Committees?

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16) Do you have a recommendation(s) for this Inquiry?

Yes     No

17) If ticked Yes what recommendation(s) would you like the Districts and Public Engagement O&S Committee to make to the Executive?

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# The Role of Councillors on District Committees

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**THANK YOU FOR COMPLETING THE QUESTIONNAIRE**

**Contact Officer: Amanda Simcox, Research & Policy Officer, Scrutiny Office, Birmingham City Council, Council House, B1 1BB, [Amanda.j.simcox@birmingham.gov.uk](mailto:Amanda.j.simcox@birmingham.gov.uk) Tel No: 0121 675 8444**

## BIRMINGHAM CITY COUNCIL

### DISTRICTS AND PUBLIC ENGAGEMENT O&S COMMITTEE

#### Evidence gathering session for Scrutiny Inquiry into The Role of Councillors on District Committees

1400 hours on 18 November 2014

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#### **Present:**

Councillor Waseem Zaffar (Chairman)

Councillors Roger Harmer, David Pears, Rob Pocock, Claire Spence, Ron Storer and Sharon Thompson

#### **Also Present:**

- Cllr Barry Bowles, Hall Green Executive Member for Local Services
  - Cllr Ian Cruise, Northfield District Committee
  - Cllr Ziaul Islam, Ladywood Executive Member for Local Services
  - Cllr Anne Underwood, Sutton Coldfield Executive Member for Local Services
  - Rob James, Director of Housing Transformation
  - Brenda Gallagher, Senior Service Manager, Area Housing
  - Gary Ladbrook, Integrated Services Head, Sutton
  - Lesley Poulton, Integrated Services Head, Ladywood
  - Amanda Simcox, Scrutiny Office
  - Benita Wishart, Scrutiny Office
  - Louis and Jessica from Banners Gate Junior School as part of "Take Over Day"
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#### **1. NOTICE OF RECORDING**

The Chairman advised that this meeting would be webcast for live or subsequent broadcast via the Council's Internet site (which could be accessed at "[www.birminghamnewsroom.com](http://www.birminghamnewsroom.com)") and members of the press/public may record and take photographs.

The whole of the meeting would be filmed except where there were confidential or exempt items.

#### **2. APOLOGIES**

Apologies for absence were submitted on behalf of Councillors Deidre Alden, Gurdial Singh Atwal and Fiona Williams.

### 3. EVIDENCE GATHERING

The Inquiry terms of reference was noted (See document No. 1).

The Chairman introduced the item and advised that:

- 1) The Committee expects all the Executive Members for Local Services (EMLS) to have attended this Committee before the Leader attends on the 17<sup>th</sup> March 2014. This will then allow the Committee to provide an update on the District Committees to the Leader.
- 2) All Councillors have been requested to complete the questionnaire and the offer is open to other backbench Councillors to attend the Committee meeting in December to be part of the evidence gathering.
- 3) The visit to Erdington will take place on the morning of the 2<sup>nd</sup> December 2014. We are awaiting Edgbaston District to respond with possible dates and times the Committee can visit and when the EMLS will be able to attend one of our Committee meetings.

The Committee heard from Cllr Barry Bowles; Cllr Ian Cruise; Cllr Ziaul Islam; Cllr Anne Underwood; Rob James, Director of Housing Transformation; Brenda Gallagher, Senior Service Manager for Area Housing and Lesley Poulton, Integrated Services Head for Ladywood with regards to the Inquiry. Key Points made were:

#### **Changing Role**

1. Future change is dependent on the Kerslake and Governance reviews that are currently underway.
2. Councillors now look at the area as a whole and so are more aware of other parts of the District and have a greater understanding of the challenges.
3. Councillors have become more interested in what is happening in the Directorates.
4. One example given of the benefits of devolution was a housing estate in Longbridge where significant investment has been identified due to the District Committee.

#### **Budgets**

5. The Service Level Agreements (SLAs) should have been addressed at the beginning of devolution process so Districts could influence the SLAs.
6. Districts are responsible for income as well as expenditure.
7. Being told how to spend the budget is not devolution and Districts needs to be in control.
8. Some service have been devolved with zero budget e.g. community play and arts.
9. Savings have been identified as part of the budget cuts but delays in the implementation of these has meant that there have been overspends.
10. The legality of holding an EMLS / District Committee to account for budgets they cannot control was questioned.

#### **Barriers**

11. The Budgets are complex and difficult to understand and training and support therefore needs to be provided.

12. Districts need to be taken seriously and there are numerous examples where this has not happened. For example Districts have contributed to the Service Reviews but they have been overruled; there was little consultation on outsourcing of the management of golf courses until it was finalised; Cabinet agreed that the adaptations service is to be devolved to Districts even though Districts were not consulted on this and they do not know which contractor they will have to monitor.
13. Districts have no control of assets.
14. Districts have had increased responsibility but a loss of resources.
15. Districts should have the ability to manage services they are responsible for.
16. Districts are not taken seriously, and if they stood together it might help overcome the “officer block.”

### **Meetings**

17. The timings of District Committee meetings and where they are held have caused “heartache”. Although it was acknowledged that livestreaming has increased the number of people accessing District Committees.
18. The role of the EMLS Forum was questioned and one councillor queried whether some items should go to District Committees instead of the Forum.

### **Member skills**

19. Councillors do not all have the capability to undertake their roles. One councillor cited asking 2 ½ years ago for support in understanding complex budgets, but still hasn’t received this.
20. Not all councillors understand the remits of District Committees.
21. EMLSs need to be able to gel together the diverse views of Members of their committee
22. The hardest part of the EMLS role is manoeuvring their way round the budget that is best for the area and that all Councillors have agreed.
23. EMLS have had to be more involved with the District budgets than ever before due to the financial challenges.

Rob James, Director of Housing Transformation gave a presentation on the District Committee’s role in relation to housing (see document No. 2)

24. District Committees are accountable for housing management and asset management.
25. District Committees also influence housing supply, housing strategy, allocations and rent collection and income maximisation.
26. District Committees can provide a scrutiny role and can call into account what is happening and how this can be improved.
27. Officers need to work with Councillors on ensuring the data within the quarterly performance reports is effective and meets their needs.
28. There are a number of opportunities for Councillors to engage with tenants and residents at a District, Ward, City and Neighbourhood level.
29. It is left to District Committees to establish their District Strategic Housing Panels and the priorities in their districts.

30. Grade 5 Local Housing Managers will become Place Managers by the end of December 2014. If a District has a lot of stock then they will have one dedicated officer. There is also a Safer Community Officer in place. However, it was acknowledged that these officers would have other duties as well.
31. It was suggested that District Committee's might want to appoint a Councillor to be a "Housing Champion".
32. It is up to the individual District Committees to agree how they fulfil their obligation on housing e.g. this could be a separate dedicated meeting or the District Committee could have a specific agenda item for housing on their agenda.
33. Need to ensure that the induction and training for new Councillors is appropriate and Councillors know which officers are responsible for which service so they can effectively deal with citizens queries/problems.  
The performance reports should comment on the red indicators and include some narrative.

#### **Suggested Recommendations**

34. Give Districts proper control to run their own affairs.
35. Take District Committees seriously and ensure that their views are taken into account in decision-making.

#### **4. COMMITTEE WORK PROGRAMME 2014/15**

The Work Programme was noted (See document No. 3)

The Committee agreed:

- To note the Work Programme

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The meeting ended at 15.50 hours



### District Committee Role – Housing

District and Public Engagement  
Scrutiny Committee  
18<sup>th</sup> November 2014

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### Presentation -

- Recap of questions / key lines of enquiry from the committee
- Overview of structure of housing service
- Reminder of accountabilities of District Committee / Executive
- Overview of housing service performance information
- How tenants and residents are engaged in the housing service and the role of District Committee in this
- Opportunities of Place Management for District Committees
- Suggestions for moving forward

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### Terms of Ref – Questions

- What are the roles of DC , cllrs and chairs
- What are the expectations and requirements of cllrs as members of district comm and how much are these understood
- Do cllrs have the capacity to fully undertake these roles
- Is suitable support available to DC
- How will the future changes to devolution impact on roles

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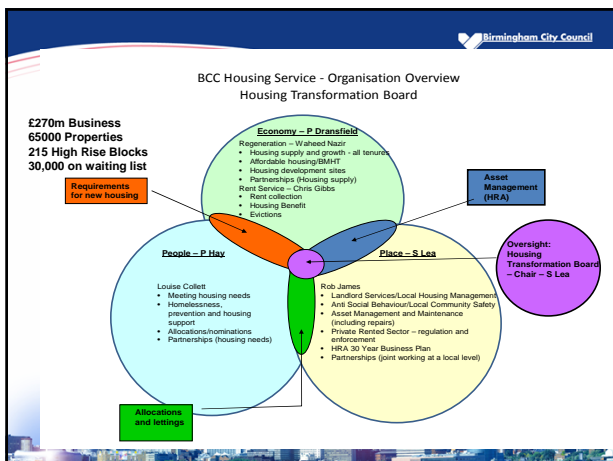
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### District Committee Role

<p>Control – accountable for housing management and asset management - this means ....</p> <ul style="list-style-type: none"> <li>Tenant engagement and co-regulation</li> <li>Place management – co-ordination of clean, green and safe issues</li> <li>Estate management – cleaners, caretakers and looking after council estates</li> <li>Letting properties – handing over the keys and settling in</li> <li>Tenancy management and dealing with breaches of tenancy conditions</li> <li>Anti-social behaviour</li> <li>Quadrant customer service centre – phone response</li> <li>Asset management</li> </ul>	<p>Influence</p> <ul style="list-style-type: none"> <li>Housing supply – development of new homes</li> <li>Housing strategy</li> <li>Housing need – planning to meet the city’s housing need</li> <li>Allocation of properties – deciding who is allocated a council home</li> <li>Rent collection and income maximisation</li> </ul>
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### District Committee Performance Report

<ul style="list-style-type: none"> <li>Housing performance report – quarterly presentation to District Committee – city wide data / district data / performance narrative</li> <li>Data about the whole housing service</li> <li>District committee – scrutinise and call to account – e.g. Request for briefing on B and B when numbers increased / request for report on ASB</li> </ul>	<ul style="list-style-type: none"> <li>How can this be used to scrutinise the housing service?</li> <li>How effective is this?</li> <li>How could it be improved?</li> <li>Do members understand it?</li> </ul>
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## Engaging Tenants – Why?

- Enables us to provide a better service tailored more effectively to tenants needs
  - Build a partnership with tenants and residents to improve neighbourhoods
  - Contributes to developing social capital to build sustainable and resilient neighbourhoods
  - Social housing regulations require us to co-regulate
- National Drivers:
- Regulatory Framework for Social Housing in England 2012 – takes account of Localism Act
  - National policy to support tenant engagement – Tenant Management / Tenant Panels / Community Cashback
- Birmingham
- Leaders Policy Statement
  - Framework for tenant engagement – cabinet report Feb 2013

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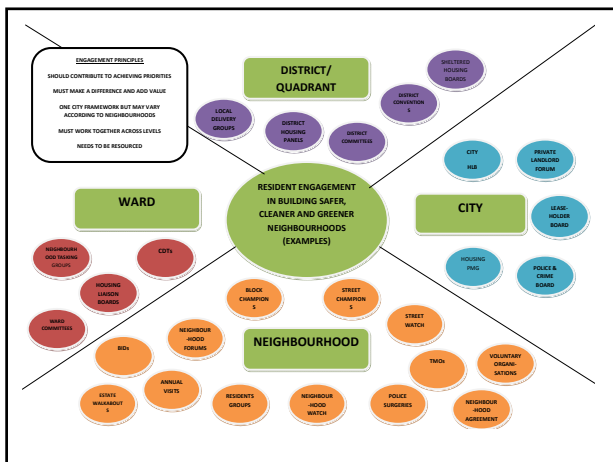
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## Tenant Engagement - Co-regulation of Housing Service District Committee – Control and Accountable

- Co-regulation:
- Boards and councillors who govern providers service delivery are responsible for meeting the standards and being transparent and accountable for their organisation's delivery of its social housing objectives. It is for providers to support tenants both to shape and scrutinise service delivery and to hold boards and councillors to account. In cases where breach or potential breach of a consumer standard leads to risk of serious detriment to tenants, the regulator may intervene
- What is this?
- Duty on council as landlord to co-regulate with tenants
  - Requirement to have tenant panels – ie a formalised tenant led groups – which can operate in a framework to scrutinise service delivery
- In Birmingham:
- Housing Liaison Boards are Birmingham's tenant panels – see HLB Guide – co-regulation of the landlord / tenant service
  - District Housing Panels – forum to discuss wider strategic housing issues as they affect the District

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### District Strategic Housing Panels

- DSHP in each District – generally accountable to District Committee
- Meet the needs of each District – tailored to each District
- General focus on housing need – demand and supply
- Take a strategic overview of housing matters – cross tenure approach
- Generally engage wider residents forums e.g. Neighbourhood forums / involve HLB's as representative of tenants
- Links to wider strategic forums at City and Regional levels

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### Birmingham Tenant Engagement Framework – Domains

Neighbourhood	Work with cross tenure groups	Volunteering / neighbourhood champions
Ward	Housing Liaison Boards	Develop standards / incremental approach to change / review gaps and membership / review support and training / retain local focus – estate walkabouts / local co-regulation
Districts	District Housing Panels	Strategic overview / District appropriate structure / wider housing issues
City	Retain City Housing Liaison Board	Link to relevant city wide groups / city wide co-regulation

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### Place Management Opportunity for District Committees

- Transforming Place – District Committees will map neighbourhoods within the district and identify neighbourhood action zones
- Place management will provide platform to engage with communities to develop neighbourhood action plans for neighbourhood action zones
- Place Manager will be put in place for each ward – focus on co-ordination of clean, green, safer issues for the ward and also the delivery of housing management
- Deliver framework for agreement of neighbourhood plan to include local priorities for action in relation to clean, green and safe
- Foundation of neighbourhood engagement to problem solve and develop joint solutions to common problems

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### Moving Forward ...

- Could each District Committee nominate a Housing Champion to work more closely with Housing Service?
- Would District Committees like more developmental opportunities to understand the housing service? Maybe visit other areas in the city?
- Could the Housing Service better engage with EMLS?

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## BIRMINGHAM CITY COUNCIL

### DISTRICTS AND PUBLIC ENGAGEMENT O&S COMMITTEE

#### Evidence gathering session for Scrutiny Inquiry into The Role of Councillors on District Committees

1400 hours on 9 December 2014

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#### **Present:**

Councillor Waseem Zaffar (Chairman)

Councillors Deirdre Alden, Gurdial Singh Atwal, Roger Harmer, David Pears, Rob Pocock, Claire Spence, Ron Storer, Sharon Thompson and Fiona Williams

#### **Also Present:**

- Cllr Sue Anderson, Yardley Executive Member for Local Services
  - Cllr Josh Jones, Erdington Executive Member for Local Services
  - Mike Davis, Erdington District Head
  - Chris Jordan, Head of Service Integration
  - Gary Ladbrook, Sutton Coldfield District Head
  - Kevin Duffy, Senior Service Manager, Community Libraries
  - Soulla Yiasouma, Deputy Lead Officer, Libraries
  - Amanda Simcox, Scrutiny Office
  - Benita Wishart, Scrutiny Office
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#### **1. NOTICE OF RECORDING**

The Chairman advised that this meeting would be webcast for live or subsequent broadcast via the Council's Internet site (which could be accessed at "www.birminghamnewsroom.com") and members of the press/public may record and take photographs.

The whole of the meeting would be filmed except where there were confidential or exempt items.

#### **2. APOLOGIES**

None

### 3. EVIDENCE GATHERING

The Chairman introduced the item and advised that the Kerslake Review and the leaders and Chief Executives response to this had been published this morning and this could shape today's discussion.

In particular the Chairman highlighted the Council's response "District Committees should be providing member oversight of the services delivered within a district, through challenge and scrutiny processes". Councillor Alden suggested the Committee may want to explore the role of Districts undertaking scrutiny as the Executive Members were part of the Executive and this might prove difficult. Also, moving to one Councillor per Ward will have implications for Ward Committees.

The Chairman thanked Cllr Jones and Mike Davis for facilitating the Committee's visit on the 2<sup>nd</sup> December 2014 and stated that the Committee were impressed by the partnership working that had been developed over a period of time. It was also noted that Councillors had given power to the community.

The Committee heard from Cllr Sue Anderson, Cllr Josh Jones and Mike Davis, Erdington District Head. Key Points made were:

#### **Changing Role**

1. Over the last 2 ½ years a huge devolution has taken place in the Erdington District where they have really been engaging and undertaking partnership working. Councillors have become enablers and have brought people together to improve people's lives.
2. The Kerslake report recommended District Committees having a strong scrutiny role. Cllr Jones commented that although they have a more influencing and enabling role now they do hold officers to account. Cllr Anderson welcomed this as they carry out that role now in relation to performance but she would like to see this role being stronger.
3. The Kerslake report recommended that Councillors spend more time working with residents. Cllr Anderson commented that it is difficult to do this in their district as they do this already and pride themselves on the constant communication they have with residents.

#### **Budgets**

4. Erdington District has the benefit of two officers who have been able to draw down and bring in additional money i.e. big lottery funding.
5. Erdington District has made £50,000 worth of savings from their ground maintenance Service Level Agreement (SLA). This has been achieved by Members looking in detail of what was being delivered in their wards and deciding what could be stopped and what could be reduced i.e. litter picking etc.
6. Libraries are an important hub in the Yardley District and they have insisted they are kept open. They are reviewing the book fund and opening times to assist with managing the budget. However, they have paid for two new roofs for libraries that are now leaking but they do not have the budget to repair them.
7. Ward Committees in the Sheldon Ward are well attended and they have retained their community chest, rather than using it to support overspends, as it is thought

this is a powerful tool for supporting the community. Spending of the Community Chest is voted on by the public attending the Ward Committee meeting.

#### **Partnership Working / Sub Groups**

8. It was recognised that there may be issues for Councillors who were in a political minority within the District. For instance Erdington have set up five sub-groups with a Councillor represented on them. This is voted on at the District Committee and the Committee has seven Labour Councillors and Five Conservative Councillors.
9. Although Yardley has not got a large number of partnerships set up they do have a lot of good volunteers.
10. Yardley have had a very successful District convention and in the process of setting up an education, skills and employment partnership. Cllr Anderson has been in touch with a lot of employers, training organisations and has an interest from the Schools Forum in joining the partnership. This partnership is vital as they have low aspirations, low education attainment and low skills in the area.
11. Yardley District has a very active Community Safety Partnership and is extremely productive, concentrating on particular areas in the district.
12. Yardley's Health Improvement Partnership is on its way and one of their targets is adult and child obesity. They are very fortunate that they will have a new swimming pool and one of the leisure centres will be a Community Asset Transfer (CAT).

#### **Barriers**

13. Erdington - As to the future of District Committees it was thought that if resources kept being reduced then they would become redundant.
14. Some Councillors have been unable to attend all the Erdington District Committee meetings due to clashes with other Council meetings. The Erdington EMLS gave a firm commitment that District Committee meetings would be arranged so this did not happen next year.
15. Yardley District is not as far ahead as Erdington District. This may be due to Erdington having some advantages they haven't had, including an officer that has been constant, whereas they have had a significant break in officers supporting the district and wards and Cllr Anderson "felt like last man standing". It is very important to have continuity so the officer is "known in the Community and is able to make a difference". Yardley District currently has an officer on a six month contract. The District needs to be better staffed so partners and the public have support when they need it.
16. Improvements should be made with regards to the Performance Indicators (dashboard) information Members receive at District Committees. It was suggested that performance management data within the influence of Districts should be linked to the priorities within the District Plan. Those indicators that were a priority and had a red indicator should have a plan as to how Districts can improve these.
17. EMLS attend Cabinet meetings and can only speak on items that affect their District. It was not clear whether it is recorded if an EMLS disagreed with the report (there are no minutes for Cabinet meetings). Also there was not enough time to consult with other Councillors on the Committee on reports going to Cabinet.



### **Meetings**

18. Members of the public in the Yardley District do not attend District Committees in the Council House, but they used to have really good attendance when they were held in the District. It was thought that this assists democracy.
19. As to whether District Committees should be held in the evenings or in the daytime it was thought that evening meetings may be better if held locally, daytime or late afternoon if in the Council House.

### **Suggested Recommendations**

20. Cllr Jones would recommend that every district have some form of partnership arrangements in place for the Districts to succeed. Also, if more services are to be devolved then appropriate resources need to be devolved accordingly.
21. Cllr Anderson would recommend that there are a few more resources within Districts to enable them to make progress – for instance they could have time allocated from other officers. Also, would like to think that they can maintain some community chest. In addition they would like more devolution, however, you need to look at the list of services that have already been devolved, as half of these may need to be removed. Then look at other services that should be devolved e.g. Third Sector commissioning.

Chris Jordan, Head of Service Integration, Kevin Duffy, Senior Service Manager, Community Libraries and Soulla Yiasouma, Deputy Lead Officer, Libraries were in attendance to discuss the Youth Service and Community Libraries (see document No. 1). Main points were:

22. Both services are devolved but in differing managerial ways. The Community Libraries Service reports up through professional library managers through to District Heads and ultimately to District Committees. The Youth Service has recently been devolved and reports up the line management structure to Head of Service Integration and then District Committees.
23. They have undertaken work to develop the understanding of the Youth Service in Districts.
24. The role of the District Cllrs may become limited if a city wide universal city wide library service is imposed.
25. Worked harder in the last 18 months to interact with District Committees around the Youth Service and what Members need.
26. An example of where Districts have influenced the library services is that some District Committees have informed them of what library to close or CAT.
27. The Shard was a result of the actively engagement from local Councillors this includes the services provided there.
28. The role of the centre is to provide the base-line of what needs to be provided and Districts to shape the service.
29. Need to broker partnerships to utilise the buildings to better provide the service. For example in Perry Barr the CAB uses the building for when the library is closed.
30. The Sutton Coldfield District Head highlighted the bold decisions that been made in Sutton where they have disposed of two community centres. This has resulted in

more support and services being provided for older people than it has ever provided in one facility. The receipts from these properties will assist the case for the Sutton library. Also displaced people from those community centres have resulted in an increased income in other centres and this help the viability of those facilities.

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The meeting ended at 16.00 hours

DRAFT

## **9<sup>th</sup> December Districts and Public Engagement O&S Committee: The Role of Councillors on District Committees**

### **Community Libraries and the Youth Service**

**Author: Chris Jordan – Head of Service Integration**

#### Background

The two services being considered in this paper are both devolved but have different line management structures. The Community Library Service, devolved in 2004, report to the District Committee via the District Head/Lead. The Youth Service, devolved in 2012, reports to the District Committee via the Head of Service Integration.

#### Roles and Requirements of District Committees

The role of the District Committee is the same for both of these services. The way in which they are line managed does not alter the accountability to and responsibilities of the Committee.

The Committee is responsible for a range of matters including

- The budget for the services
- Reviewing service performance
- Local policy for the services

District Committees have made considerable change to the Community Library Service since 2004, co-locating services, introducing self-service, driving new facilities, delivering efficiencies etc. The Youth Service has only been devolved for just over a year and initial work has focussed on delivering within the budget envelope and responding to local needs as identified through the Committee. There is an interest in different ways of delivering services to continue to meet the issues being identified by members in the local area and the financial challenge.

#### Capacity and Support

Community Libraries:

In this service area the Library Managers, who are responsible for the operational management of the 38 Community Libraries, report directly to the District Heads or District Leads. The Library Managers are all qualified and are therefore in a position to provide professional support to District Committees and their members.

The capacity to support members within the district library structure reduced in 2011. At that time there were 7 Grade 6 managers, there is now 1 manager at this level. The change in 2011 saw the

creation of the community library support unit (CLSU) , this is made up of 3.68 fte staff, who provide support to (but not direct management of) the community library service. The CLSU has prioritised

- Support i.e. helping staff with spydus, training etc
- Increasing volunteers
- Digital access
- External Income
- Reader Development
- Strategic Operational Models

Youth Service:

In this service area the Senior Youth Workers, who are responsible for the operational management of the 19 Youth Centres, report directly in to the Area Youth Officers or Youth Service Deputy Heads. The staff are professionally qualified and interaction with members happens through all these staff roles.

The managerial capacity at Area Youth Officer and Deputy Head level has reduced from 9 in 2012 to 4 in 2014.

The Youth Service City Wide Management Team, consisting of two Deputy Heads, has prioritised:

- Delivering the required budget savings
- Directly Managing the Service
- Developing Strategic Operational Models

#### Future Changes and impact on roles

There are a number of matters that could influence roles in the future, however none are entirely clear at this stage. Some examples are set out below;

Corporate Service Review process: During this process the community library service set out its priorities as literacy, digital access, employment and Health and Wellbeing whilst the Youth Service included employable, stay safe, healthy & active in their community. Where appropriate these priorities will assist members in delivering against their District Policy Statements.

Budget setting: The budget quantum and how this is delivered could result in different roles for members. Services could remain directly delivered on a district by district basis, however different approaches may be adopted such as development of public service mutual, youth trust, commissioning internally and externally, etc all of which require amended roles.

The Kerslake Review: The outcome of the review is not known at this stage but recommendations could be made that alter the way in which the city and services are governed.

Staff Innovation: Staff have been asked to respond innovatively to future service delivery in line with the principles of Standing up for Birmingham. Within Community Libraries staff are giving detailed consideration to the establishment of a staff led mutual and this may also be applicable to the Youth Service.

Opportunities: There will always be service opportunities that arise during any year and sometimes these can impact on roles. This could be local opportunities within districts to work with new partners or new funding streams such as 'delivering differently'.

### Conclusion

The two services are at different points in their devolution journey. Community Libraries were devolved at the start in 2004 with the Youth Service in one of the more recent tranches in 2012, however both services have always had significant input and interest from local members.

## BIRMINGHAM CITY COUNCIL

### DISTRICTS AND PUBLIC ENGAGEMENT O&S COMMITTEE

#### Evidence gathering session for Scrutiny Inquiry into The Role of Councillors on District Committees

1400 hours on 20 January 2015

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#### **Present:**

Councillor Waseem Zaffar (Chairman)

Councillors Gurdial Singh Atwal, David Pears, Rob Pocock, Claire Spence, Ron Storer and Fiona Williams

#### **Also Present:**

- Cllr Mahmood Hussain, Perry Barr Executive Member for Local Services (EMLS)
  - Cllr Ansar Ali Khan, Hodge Hill Executive Member for Local Services
  - Cllr Brett O'Reilly, Northfield Executive Member for Local Services
  - Neil De-Costa, Perry Barr District Lead
  - Ifor Jones, Service Director
  - Gary Ladbrooke, Sutton Coldfield District Head
  - Alan Porter, Hodge Hill District Lead
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#### **1. NOTICE OF RECORDING**

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The whole of the meeting would be filmed except where there were confidential or exempt items.

#### **2. APOLOGIES**

Councillors Deirdre Alden, Roger Harmer and Sharon Thompson.

#### **3. EVIDENCE GATHERING**

The Chairman introduced the item and advised that the Committee were interested in hearing about their experiences rather than holding them to account. Discussions are ongoing with regards to the visit to the Edgbaston District.

The Committee heard from the above attendees and the key Points made were:

### **Changing Role**

1. It was felt that Kerslake had failed to understand that Districts have lost resources – the Chairman and officers did not have the support to deliver services.
2. It may not have been demonstrated adequately to the Kerslake review that Districts have worked with the centre and have set up District Housing Panels etc.
3. Some council services have quite rightly been taken back into the centre.
4. It's not only officers in the Place Directorate that's accountable to Districts e.g. the employment team in the Economy Directorate is also accountable to Districts.
5. There is a need to reframe the role of Districts and deepen Councillors' role of community leadership.
6. Neighbourhood management was successful and Districts would like to look at place shaping and shared priorities.
7. In previous years there were a number of District-based officers who could carry out tasks and actions for Councillors. This may be perceived as a barrier now as Councillors themselves are having to carry out the actions.
8. Districts do need to change. They need to devolve more to local councillors and districts need to work more with other districts and be less parochial.
9. Districts need to be able to shape services delivered by third sector partners.
10. The proposed scrutiny role needs to be teased out compared to current scrutiny committees. Need to evaluate the experience of services in districts.

### **Budgets**

11. The sports and leisure model dealt with the budget challenges and Councillors were involved in decisions and shaping the service. Community libraries (and other services) may use a similar approach due to the budget envelop.
12. Districts have taken a prudent approach to rationalising and explored different ways and alternative means of delivering services as local as they can.
13. Devolution and localisation has been successful in the past when they had larger budgets to deliver services. The 2017/18 resources for key services will be very challenging.

### **Partnership Working / Sub Groups**

14. Local Strategic Partnerships worked well, however, not all Districts continued the work of these and they were "lost in translation". It was felt that this was a mistake.
15. All local Councillors need to be engaged and support the EMLS. This would be similar to the approach used in central government of having junior ministers reporting to a Secretary of State – thus sharing the workload and using and developing expertise.
16. Need to recognise that partners' resources have also shrunk and there needs to be a willingness to "be around the table" – a common purpose.

### **Barriers**

17. The EMLS Forum is the mechanism for addressing cross boundary issues. However, only the EMLS and not the other District Councillors attend these.
18. Districts were able to deliver when they had the budget and opportunities e.g. Neighbourhood Renewal Fund (NRF). Neighbourhood Management was a very successful model that included partners e.g. police. However, Districts have not got

the resources and whatever structures are put in place Districts needs to have the appropriate budget and support.

19. The proposal of single member wards was not supported due to the high number of citizens in the wards and the diversity.

#### **Consultation and Timescales**

20. There will be public consultation carried out from early February until 20th March (purdah). The work of this committee will feed into this.
21. Changes will be an iterative process and Kerslake's recommendation of 10 Districts Committees that provide an independent challenge of all public services located in the District and three Scrutiny Committees may not happen immediately. Change may require a longer timescale for a broad debate. Options will be set out for district and ward structures building on examples elsewhere in the UK and abroad.
22. It was thought that the consultation on Districts should be done for May, however, the work on Ward Committees might not be ready for the AGM. However, the constitution can be altered mid-term with the approval of City Council.

#### **Suggested Recommendations**

23. One perspective is that District Committees should not be undertaking scrutiny. They need the powers, authority and resources to influence services at a local level.
24. The current District Committees model needs to be improved.
25. There needs to be a set procedure where local voices can be heard when Districts do not agree with a decision made centrally. Does there need to be a toolkit including call in procedure and sanctions for poor performing services?

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The meeting ended at 15.33 hours



# EMLS – December

## Future Role of Districts

- District Policy Statements – defining priorities for place and local communities shaping other locality plans e.g. Skills and Employment, Health and Community Safety
- Realising new funding and resourcing opportunities
- Shaping local partnership working and place making
- Scrutinising public, voluntary and community services
- Enabling communities and citizens
- Shaping neighbourhood based governance
- Enabling the effective community leadership role of members

*Ongoing engagement of Executive Members in shaping this new remit*

**Districts and Public Engagement O&S Committee**  
**Inquiry: The Role of Councillors on District Committees**  
**Visit to Erdington District**  
**Tuesday 2<sup>nd</sup> December 2014 (10am – 1pm)**

**Committee Attendees:** Cllrs Waseem Zaffar (Chair), Roger Harmer, Rob Pocock and Fiona Williams  
Benita Wishart and Amanda Simcox, Scrutiny Office

**Also in attendance from the District for the morning:** Cllr Josh Jones, Erdington Executive Member for Local Services; Mike Davis, Erdington District Head and John Mole, Erdington District Support Officer.

**1) Castle Vale Library, Spitfire House, High St, Castle Vale, B35 7PR**

In attendance at Castle Vale Library: Cllrs Mike Sharpe and Lynda Clinton and; Ray Goodwin, Castle Vale Tenant & Resident Alliance (TRA); and Ruth Miller, Castle Vale Neighbourhood Partnership

Members discussed the asset transfer of the Castle Vale Library, District Partnerships and the Erdington's Health themed sub-group (see presentation and Health and Wellbeing Action Plan 2014-15). Key points were:

- 1) Castle Vale has a history of partnership working and this is well established. The “whole world doesn't resolve around the City Council”. It is more important to have the right people round the table.
- 2) All districts previously had District Strategic Partnerships and Erdington has built on this and created five sub groups: Employment, Skills & Enterprise; Clean & Green; Housing and Health.
- 3) These sub groups are chaired by an independent chair and has one Councillor from the District Committee to support and influence each theme group - these Councillors are voted on the groups by the District Committee.
- 4) The Councillors give the sub groups democratic legitimacy.
- 5) There is a realisation that there are other ways of delivering services such as Community Asset Transfers (CAT). For instance, in order to retain a library service in Castle Vale they have downsized the library into a college building and moved to a three year managed contract via a community organisation to deliver the service. After three years it is anticipated that the library will generate enough income to be self-sustaining.
- 6) Health & Wellbeing: Smoking prevalence in Erdington district is well above the city average and they also have the highest rate of alcohol related dates of any of the 10 districts. The theme group has a one year delivery plan and they need to scale up link up the services that are provided. They have carried out a social prescription pilot which links residents with low level anxiety with non-clinical support in the community. They are exploring developing a business case for locality commissioning with Cross City Clinical Commissioning Group (CCG).
- 7) The role of Councillors: has a leadership and role and must lead from the front. Councillors must also “open doors” and be good at “barrier busting”.
- 8) The role of Officers: this is now an “enabler” role rather than a “provider” of services role.
- 9) The role of citizens: There has been a smooth transition and the community doesn't seem to have noticed the change with regards to who is providing services. In Castle Vale there have been six members of the community elected onto the Neighbourhood Partnership Board.

## **2) Castle Pool, Farnborough Road, Castle Vale, B35 7EJ**

In attendance at Castle Vale Pool: Cllrs Mike Sharpe and Lynda Clinton; and Ray Goodwin.

The pool was due to be closed, however to keep it open the asset will be transferred with a 25 year leases to a community organisation. The pool user group have joined with Boldmere Swimming Club and has worked closely with councillors to achieve this.

To ensure the pool “stacks up financially” they are exploring installing a gym etc to widen the offer and appeal.

## **3) Stockland Green Leisure centre, off Marsh Hill, Stockland Green, B23 7EY**

In attendance at Stockland Green Leisure Centre: Duncan Norris and Dave Seal, Action Indoor Sport.

The Stockland Green Leisure Centre is a Community Asset Transfer (CAT) with Action Indoor Sport – a community interest company having the 25 years lease and have been operating the centre for 2 months. The organisation has:

- 1) Invested £400,000 in the site and their model is based on 1) sports pitches, 2) soft play and 3) a gym and would like to role this model out to other areas in the country.
- 2) Improved the pitches and nets etc and 800 – 1,000 games of cricket can be played indoors every winter. 32 cricket teams were playing there each week.
- 3) To assist with revenue they take block bookings for the sports pitches.
- 4) Liaising with national sports bodies on bringing activity to the site.
- 5) The monitoring of the lease obligations is mainly an officer process. However, they will submit their annual report and are willing to attend a District Committee meeting to discuss with District Councillors.

## **4) Kingstanding Leisure Centre, Dulwich Rd, Kingstanding, B44 0EW**

In attendance at Kingstanding Leisure Centre: Karen Spence, Business & External Funding Co-ordinator, Erdington District; Afzal Hussain, Witton Lodge Community Association (also lead for the Employment, Skills and Enterprise group) and Felicia Grice, Forest Schools Birmingham. The key points were:

- 1) The Erdington District plan gives the steer and “go ahead” and they are given the opportunities to take risks and fail as well as succeed.
- 2) In 2009 officers worked with the Councillor and third sector organisations and with a simple strategic plan were able to pull in an addition £11-12m.
- 3) The City Council has a lot of knowledge and data it could share.
- 4) The Kingstanding Leisure Centre is going to be a Health & Wellbeing Centre.
- 5) Forest Schools Birmingham run a 3 year project funded by the Big Lottery’s Reaching Communities scheme at the Centre that is aimed at bringing together the people of Kingstanding and the surrounding area through a range of activities and events focused on healthy eating / lifestyle, food growing, cooking and gathering as a community.
- 6) The employment sub group has mapped activity and gaps and identified young people as a priority. They have held a breakfast meeting which was successful. The Council played an important role in bringing people together by providing support (the Leader attended) which encouraged wider backing.

- 7) Political leadership: ability to mobilise people and have a common shared goal with the “ability to let go and trust partner organisations to deliver”.
- 8) District Committees provide legitimacy by the partners/groups showcasing what they are delivering. Through the District Conference and sharing information they discovered a need to look at young carers in the District.
- 9) Service Level Agreements – 12 months ago the District went through the ground maintenance specifications and identified £50,000 of savings.

## **Key lessons**

Any of residents, partners or councillors can have the idea, or vision. All have to share ideas and information for success. All need to recognise that doing things differently may be the best way to protect or improve a service.

Councillors need to facilitate and be barrier busters. Organisations (local and not) can help identify gaps and think practically about how a service could be delivered differently. Residents need to help identify priorities and to be engaged at all steps along this journey. The experiences of Castle Vale show that if the right structures are in place local citizens can lead on change.

Other key lessons were:

- Residents, partners and councillors all have a role. This can lead to tensions which have to be resolved;
- Community can lead;
- “The whole world does not revolve around the Council”; other organisations can have the answers. The Council needs to encourage;
- Councillors need to help unblock blockages (especially within the Council).
- Districts need strong leadership to be able to bring partners together and set out how the Council can help;
- Sustainability – other agencies can lever in more money than the City Council can;
- Think the unthinkable.



## Key issues for Erdington District

- Smoking prevalence
- Injuries due to falls 65+/ hip fractures 65+
- Liver disease preventable
- Respiratory diseases preventable
- Obesity and poor diet
- Mental health prevalence (QOF)

<http://www.birminghampublichealth.co.uk/page.php?pid=198&mid=201>

### • Aspirations...

- A fit, active and **HEALTHIER** community
- People look out for one another
- More **RESPONSIVE** and **LOCAL** services with increased take up and **BETTER OUTCOMES**



## ERDINGTON HEALTH AND WELLBEING PLAN

### ... will be achieved by...

better **CO-ORDINATION** between GPs and **COMMUNITY** Health providers to develop a package of tailored services, managed by...

**LOCAL GOVERNANCE** arrangements and decision making

focus on **PREVENTION** and **COMMUNITY** support

### **SOCIAL PRESCRIPTION**

the transfer of community **ASSETS** into **COMMUNITY OWNERSHIP**

2013/14 key achievements

- Established the HWB Group  
Identified health priorities  
Developed the Plan
- Mapped current community based activities which have a positive health benefit
- Castle Vale – pilot 'social prescription project  
Health benefits of arts activities



FAMILY KITCHEN



SINGING GROUP



KNITS AND PIECES GROUP



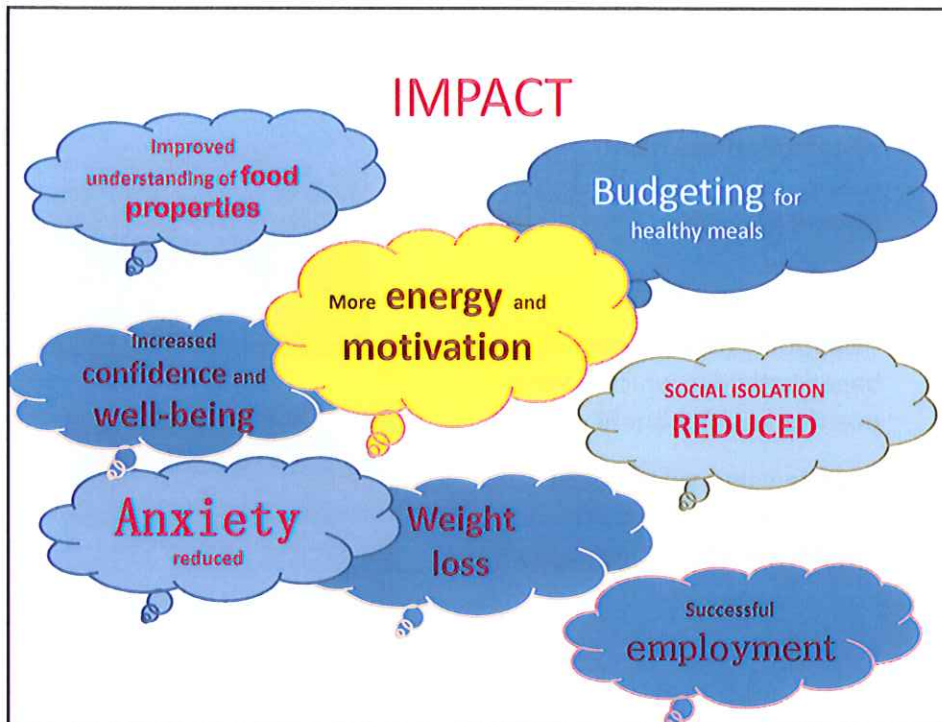
PHOTOGRAPHY GROUP



COMMUNITY CAFE



WALKING GROUP



## 2014/15-Year 1 delivery plan

Current health sub group contains local community health providers, Public Health, community groups, will expand to include Healthwatch, commissioners including CCGs

We will map the current range of contracts and commissioning cycle which have a health benefit for Erdington residents (NHS, Public Health, CCG, Adults and Communities etc) with a view to developing opportunities for locality based commissioning



Excellence in Commissioning  
Through Excellent Primary Care



healthwatch  
Erdington





## Year 1 delivery plan contd..

### Tackling obesity:

- We will increase physical activity through everyday actions and fun activities, through *Active Parks*
- Coordinated action to provide the right sort of *environment* and *opportunities* to change *behaviour* and encourage healthy eating and exercise
- tailored strategies for neighbourhoods



## Year 1 delivery plan contd..

### Smoking cessation:

- We will ensure that national campaigns feature strongly (eg Stoptober, New Years resolutions etc)
- We will provide local smoking cessation services that link with community 'wrap around' services that treat people in a holistic way
- (Castle Vale 'Our Place' project will update CBA on effectiveness on community based holistic service).



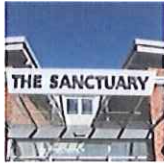
# Year 1 delivery plan contd..

Improving mental health and wellbeing:

-We will use our *social prescription model* to provide arts and other community activities as an intervention for positive mental wellbeing, to tackle loneliness and depression



-Social prescription pilot in Castle Vale to be evaluated in the summer of 2014



-We will ensure that Erdington is well placed within the bid for Headstart, and that local schools are engaging with it

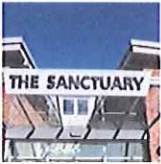


# Year 1 delivery plan

-We will engage with Healthy Villages and scope out what this means in the context of District priorities



-Local conference to be held to showcase local good practice in community based prevention service that target individuals better in an holistic way

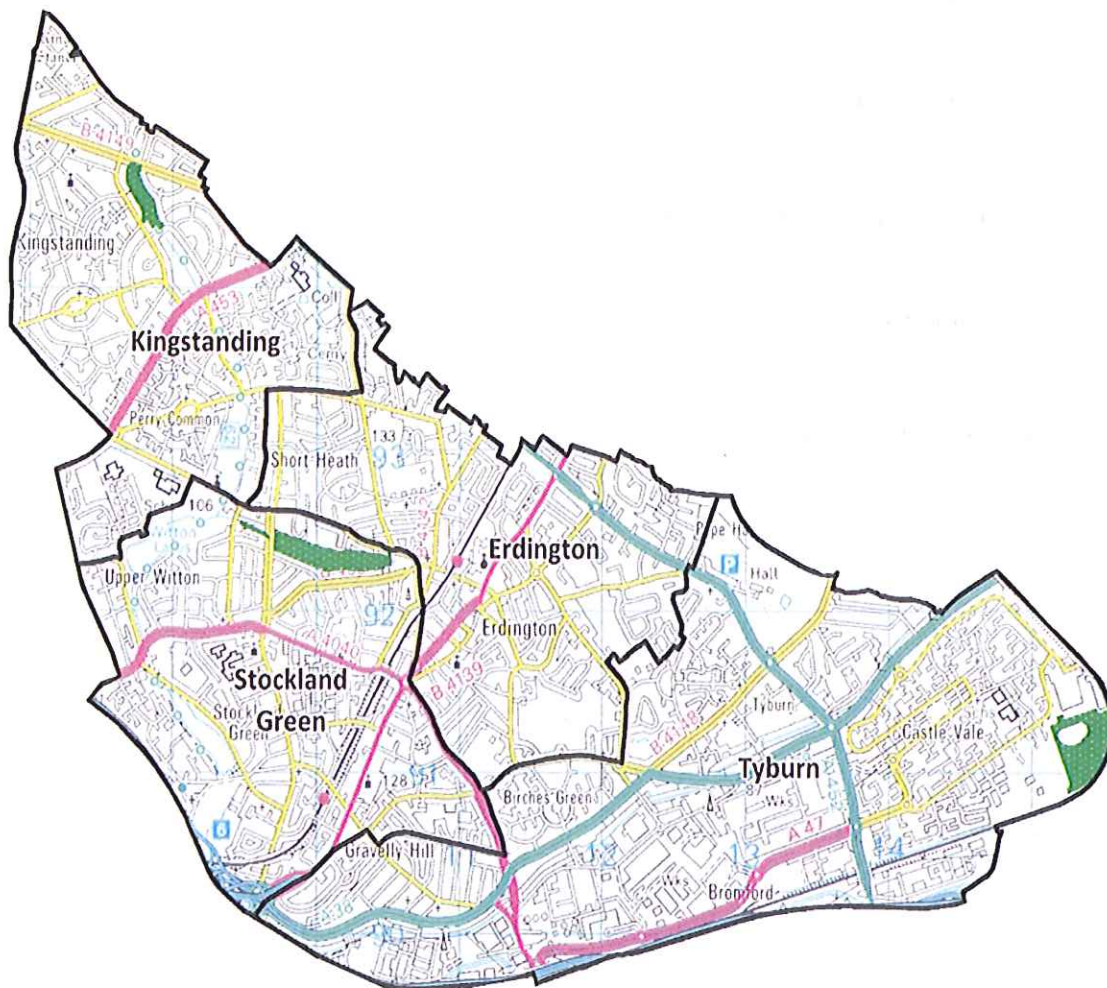


What further help/ support do we need ?

- Secure commitment from Birmingham HWB Board and Cross City CCG to commission and deliver services differently in Erdington
- Meeting with local commissioners to develop a service based on co production and prevention for older people
- Evaluation of the 'Our Place' social prescription pilot in Castle Vale to be presented to Birmingham HWB Board

# ERDINGTON DISTRICT HEALTH AND WELLBEING ACTION PLAN 2014-15

## MANAGING HEALTHCARE AT THE LOCAL LEVEL- WHAT WE CAN DO DIFFERENTLY TO DELIVER BETTER OUTCOMES AND SAVE MONEY



Produced by: Erdington District Advisory  
Group

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## 1. AIMS AND OBJECTIVES

**Aim:** *To develop a health and wellbeing plan that provides a response to Erdington District needs, builds on current infrastructure & assets, and ties into wider strategies for health and wellbeing within the city. The plan endeavours to reflect strategic aims, objectives, priorities and aspirations of the City, outlined in the Leader's statement, and the city-wide health and wellbeing strategy. The plan aims to deliver a 'step change' in the health and wellbeing of Erdington residents by 'doing things differently, by adopting a more community based approach.*

### **The long term ambition of our plan is:**

- *To improve the overall health and wellbeing of people living in Erdington to such an extent that people will live longer than they do now, enjoying a better quality of life*
- *People feel good about themselves and optimistic about the future*
- *People are interested in other people and look out for them*
- *People are engaged in physical activity*
- *People eat more healthily*

### **HOW WILL WE ACHIEVE THIS?**

#### **a) Better organisation, implementation and planning on health improvements**

*The Erdington District Health and Wellbeing Group will provide an overview and scrutiny role, which provides a forum for connecting, contextualising and joining up City wide health and wellbeing policies and infrastructure in a workable way at the Erdington District level.*

#### **b) Better coordination between GPs and community based services**

*Better information exchange and shared knowledge is required for individuals needing and receiving support either through GPs and/or community based services*

*Integrate services/ link services and referrals / avoid wasteful duplication where possible*

*We will develop 'social prescription' models of delivery to test new ways of working*

#### **c) More closely targeted lifestyles and behaviour change initiatives**

*More people to be made aware of local health services and make use of them, a more individual 'wrap around' service that targets individuals better making use of 'expert residents' where individual residents with specific health needs can give a practical steer to commissioners and providers on what service designs would and would not work.*

**d) Strengthen resilience in local communities**

*A 'community health champion role' where local residents inspire and help others, their friends, families and neighbours to lead more healthy lives.*

**e) Taking advantage of existing and emerging opportunities that offer an organised and industrial approach to preventing the negative impacts of ill health, and implementing interventions that deliver positive health impacts.**

*( 'e' takes into consideration, and reflects the recent and ongoing discussions that are taking place within public health to consider how 'city-wide' offers may be able to be factored into, and offered for adoption and implementation via district plans)*

**2. PRIORITIES**

The Erdington District Health Profile 2013 (appendix 1) produced by BCC Public Health provides data about the District's health. Some key observations are:

- Life expectancy in Erdington is 78.2 years which is 1.5 years less than the City average
- Smoking prevalence in Erdington is well above the City average and the 2<sup>nd</sup> worst of ten districts with 35.2% buying cigarettes compared to the city average of 25.3%
- Erdington has the highest rate of alcohol related deaths of any of the ten districts at 19.5 (per 100,000) compared to the City average of 10.7.

Therefore, helping people live healthier lifestyles is a key aim across the District. The key priorities are:

- Increasing smoking cessation
- Tackling alcohol and substance misuse
- Reducing obesity levels in children and adults
- Helping older people improve their general health including falls prevention
- Contributing to improved mental health and wellbeing

### 3 WIDER SOCIAL AND ECONOMIC DETERMINANTS OF HEALTH

Major challenges face the City including the health inequalities that exist between neighbourhoods, communities and districts. For Erdington to become a healthier district, action is needed to create the physical and social environments in which people find it easier to stay healthy.

Our District Plan acknowledges that simply to focus on the unhealthy behaviour (smoking and excessive alcohol, for example), without tackling the underlying circumstances which provoke the behaviour, misses the point. A 'whole person' or 'whole family' approach to improving health and wellbeing is what is needed, which starts from where they are now, sometimes called an assets approach.

We will work collaboratively with the other sub groups in the District (housing, employment, environmental) to deliver a joined up response to improving health and wellbeing.

What we are trying to do in this District Plan is to integrate care and support, to join up the two areas of health- the medical or clinical side (GPs) and the community side, building up the capacity within communities, and to consider a more distinct approach to prevention, not simply intervention.

### 4 INITIATIVES AND STRATEGIES

The Erdington District Health and Wellbeing Plan takes into account a range of strategies and plans regarding better health and wellbeing so that it aligns with the City Council's priorities.

- Birmingham Health and Wellbeing Strategy
- BCC Leaders Statements (December 2013 and July 2014)
- Health Inequalities – Marmot Review
- Impact of Cold Homes – Marmot Review
- Public Health Outcomes Framework
- Cross City CCG plans and strategies
- Be Active and Be Active Plus
- Active Parks
- Lifestyles Review
- Ageing Well Plans
- Erdington Arts Forum Plan



We can align our plan with a number of the City's and Cross City CCG's priorities, but in particular we believe that our plan addresses the City's priorities around:

- Supporting older people to remain independent, improving falls prevention and combating loneliness and isolation
- Reduce childhood (and adult) obesity by implementing systematic behavioural change interventions for healthy eating and physical activity
- Establishing common approaches to prevent and manage common health problems in order to reduce unplanned hospital admissions

## **5. 2013/14 KEY ACHIEVEMENTS**

2013/14 was a 'development' year and has been used to establish partnerships; consult, communicate and develop plans; and prototype new service delivery models.

- Established Erdington Health and Wellbeing Group ; facilitated District Convention to identify priorities; developed Health and Wellbeing Plan
- Carried out a mapping exercise to identify the current community based activities and services which have a positive health benefit
- Early discussions with BCC commissioners (Adults and Communities) to look at a District model of commissioning preventative services for older people (community navigator/ social prescription approach)
- Castle Vale carried out a pilot 'social prescription' project looking at the benefits of arts activities to promote improved wellbeing

## **6. 2014/15 YEAR 1 DELIVERY PLAN**

6.1 Coordination and local planning through the Erdington District Health Sub Group. If this is to be made real, we will expect strategic representation from the CCG, Local Commissioning Network, HealthWatch, Public Health and Commissioners.

6.2 Development of the current District HWB group to act as a District health and wellbeing board which will provide a governance structure and promote the use of joint local commissioning and pooled budget arrangements. Secure the commitment of the BCC Cabinet Member, Councillor Cotton to the establishment of a District level HWB which will be a pilot for the City.

- 6.3 Better understanding of local commissioning arrangements and current contracts (NHS, Public Health, CCG and BCC ) with a view to developing at least two partnership bids utilising local service delivery agents based on District needs. Evaluate the social prescription pilot in Castle Vale and deliver a scaled up version in Castle Vale and Witton Lodge
- 6.4 Explore how to maximise the uptake of NHS Healthchecks and develop a process to encourage GPs to use the standard NHS Healthchecks as a trigger/ starting point to refer onto community based services
- 6.5 Engage with Healthy Villages and scope out what this might mean in the District context
- 6.6 Deliver an Active Parks programme in a number of parks in Erdington District
- 6.7 Deliver Street play in 4 locations, one in each ward.
- 6.8 Deliver 4 good practice workshops during the year, these will be determined in due course, but may include the following:
- Making commissioning work locally
  - Older person's prevention agenda
  - Alcohol and substance misuse
  - Dementia strategy for Erdington
- 6.8 We will use the local workshops to refine the detail of a rolling action plan for the next 3 years.

## **7. OUTCOMES & KEY PERFORMANCE INDICATORS**

### **7.1 Smoking Cessation and prevention of uptake of smoking in Erdington**

- We will work with Public Health to engage in a No Smoking area signage in local areas
- We will ensure that national campaigns feature strongly (eg Stoptober, New Year's resolutions etc)
- We will promote the provision of local smoking cessation services that link with community 'wrap around' services that treat people in a holistic way
- We will encourage the uptake of level 1 brief intervention training across the District

### **7.2 Tackling alcohol and substance misuse**

- We will develop a local alcohol and substance misuse strategy

- We will promote the uptake of NHS health checks in multi agency settings
- We will encourage GPs to use the standard NHS Healthchecks as a trigger/ starting point to refer onto community based services

### **7.3 Reduce obesity levels in adults and children**

- We will increase physical activity through everyday actions and fun activities, through *Active Parks*
- We will scope out the opportunities for enabling *Street Play* in each ward
- We will use our *social prescription model* to reflect physical activity as an intervention to promote positive wellbeing, including 'Exercise on prescription', healthy walks, outdoor gym, zumba gold and Extend gentle exercise
- We will work with schools to promote them as exemplars of good practice in promoting healthy lifestyle choices
- We will work with communities to ensure that hot food takeaways and cafe applications should be recommended for refusal (for example in vicinity of schools)

### **7.4 Helping older people improve their general health including falls prevention**

- We will hold a local conference to showcase local good practice in community based prevention services that target individuals better in an holistic way
- We will work with stakeholders to ensure that falls prevention literature/ advice/ guidance is disseminated to people at risk of a fall and their carers.
- We will engage with BCHT/ *Healthy Villages* to bring together front line deliverers of services to the elderly (including community based support networks and services) to develop Complete Care 'Rings of Confidence' in local neighbourhoods

### **7.5 Contributing to improved mental health and wellbeing**

- We will use our *social prescription model* to provide arts and other community activities as an intervention for positive mental wellbeing, to tackle loneliness and depression
- We will ensure that Erdington is well placed within the bid for Headstart, and that local schools are engaging with it
- We will develop a localised dementia strategy for Erdington

- We will utilise the Erdington Arts Forum Plan and resources to deliver a range of arts activities in all 4 wards of the district to engage people in activities that will support improved mental health and wellbeing for those who participate

## **8. RESOURCE IMPLICATIONS (People/Money)**

Our aim is to make sure that existing services and provision is joined up through better coordination and planning and where appropriate aligned or pooled budgets. Sub group members will provide resources in the form of staff time and when opportunities arise, we will seek to secure additional resources to fill gaps in services through joint bidding or joint commissioning opportunities.

## **9. HEALTH AND WELLBEING SUB GROUP MEMBERS**

Ruth Miller	-	Castle Vale Neighbourhood Partnership (Chair)
Surrinder Bains	-	John Taylor Hospice
Helen Baglee	-	Birmingham Health Watch
Councillor Mick Brown	-	Elected Member - Tyburn Ward
Andrew Burnham	-	West Midlands Fire Service
Jagwant Johal	-	WLCA
Cllr Josh Jones	-	Chair of Erdington District
Claire Marshall	-	Erdington District Community Arts Champion
John Mole	-	BCC Erdington District Support Officer
Doreen Mooney	-	New Heights
Kyle Stott	-	Birmingham Public Health
Mark Jones	-	Cross City CCG (Public Involvement Officer)
Michelle Wilkins	-	CVCRS Support Services Manager
Health Exchange	-	To be confirmed

**APPENDIX**

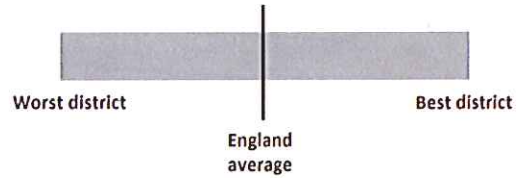
**ERDINGTON DISTRICT HEALTH PROFILE 2013**

**PRODUCED BY BCC PUBLIC HEALTH**

# Erdington District Spine 2013

**Key:**

- Significantly better than England average
- Not significantly different from England average
- Significantly worse than England average
- No significance can be calculated



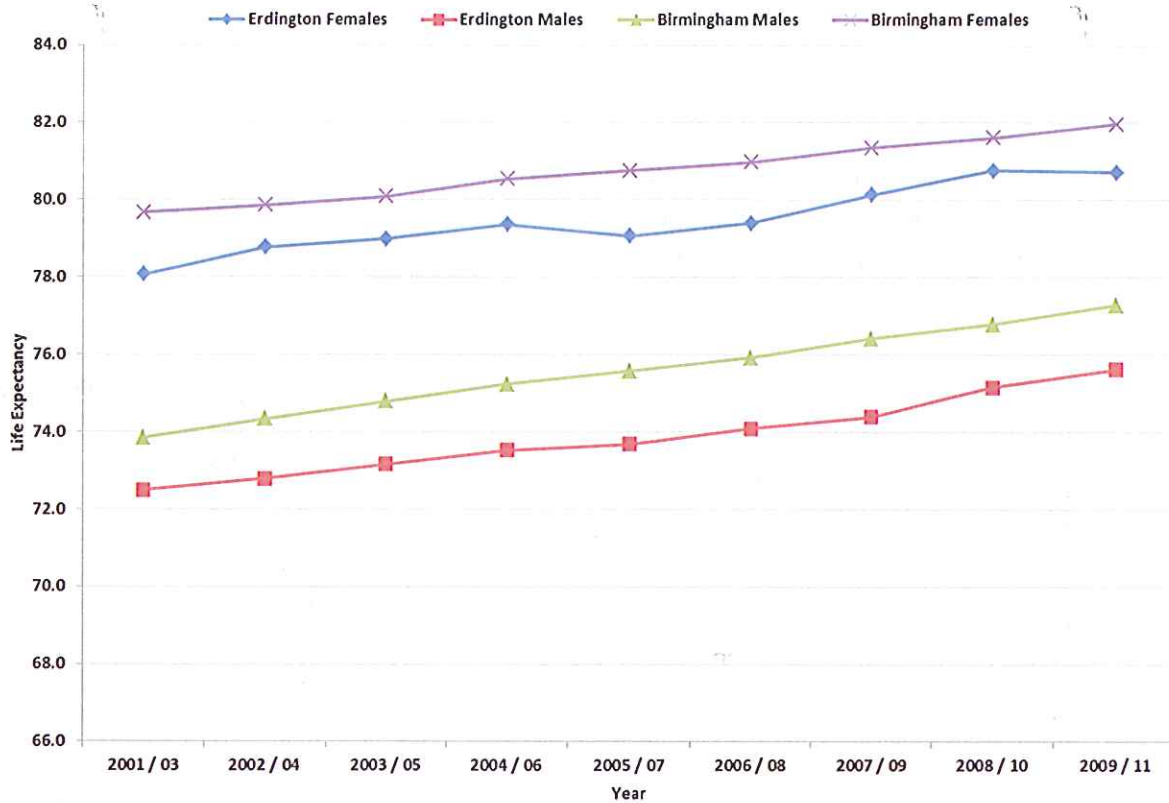
Indicator	Erdington Number	Erdington Stat	Eng Avg	District Range
Children in Poverty (2010)	2471	33.7	21.1	<span style="color: red;">●</span>
Adults with learning disabilities in stable accommodation	196	50.1	70.0	<span style="color: red;">●</span>
Violent Crime Admissions (2012/13 Birmingham only)	31	65.7	68.7	<span style="color: blue;">●</span>
Homelessness Acceptances	n/a	10.5	2.3	<span style="color: red;">●</span>
Low Birth Weight (2012 Birmingham)	68	4.6	2.9	<span style="color: red;">●</span>
Excess weight 4-5 year olds	n/a	25.3	22.6	<span style="color: red;">●</span>
Excess weight 10-11 year olds	n/a	39.6	33.9	<span style="color: red;">●</span>
Smoking Prevalence (2009 Birmingham)	n/a	35.2	20.0	<span style="color: red;">●</span>
Injuries due to falls 65+ Persons (2012/13 Birmingham)	517	2958.3	1664.8	<span style="color: red;">●</span>
Infant Mortality (2011)	36	7.7	4.4	<span style="color: red;">●</span>
Mortality from causes considered preventable U75	613	205.9	146.1	<span style="color: red;">●</span>
CVD Deaths preventable U75 (2009-11 Birmingham only)	169	62.6	40.6	<span style="color: red;">●</span>
Cancer deaths preventable (2009 - 11 Birmingham only)	210	77.3	61.9	<span style="color: red;">●</span>
Liver disease deaths preventable	57	21.8	12.7	<span style="color: red;">●</span>
Respiratory disease deaths preventable	62	22.5	11.6	<span style="color: red;">●</span>
Communicable disease deaths preventable	183	39.7	29.9	<span style="color: red;">●</span>
Suicide deaths (2009-11 Birmingham only)	16	5.7	7.9	<span style="color: blue;">●</span>
Hip fractures 65+	333	618.7	457.2	<span style="color: red;">●</span>
Alcohol attributable admissions	n/a	2684.3	1895.2	<span style="color: red;">●</span>
Diabetes Prevalence 2011/12 (QOF)	5855	5.1	5.8	<span style="color: green;">●</span>
Mental Health Prevalence 2011/12 (QOF)	1306	1.1	0.8	<span style="color: red;">●</span>

This diagram represents the key issues for Erdington. The table compares each indicator to the England average (bold horizontal black line) and determines whether it is statistically significant. The District's performance is also reflected in the shaded bar that illustrates the level of variation within the ten districts.

The Indicators have been taken from the Public Health Outcome Framework and encompass areas for which District level data is available. In all cases the most up-to-date Erdington data has been utilised; however, sometimes the England equivalent dataset was not published at the time of producing this document so may reflect historical data.

- Life expectancy

Erdington District Life Expectancy 2001 - 2011 on a 3 year Rolling Average



- Poverty

34% of children are living in poverty (Birmingham average 34%) – highest in Kingstanding (39%) and Erdington (27%)

- Primary care

All GP practices fall within CrossCity Clinical Commissioning Group (CCG). Please refer to the relevant CCG 2013 profile for an overview of the quality of services provided.

- Housing

57.1% of private sector dwellings in Erdington passed the decent homes standard and 12.7% of households are in fuel poverty (2010 Private Sector Stock Condition Survey).

- Environmental

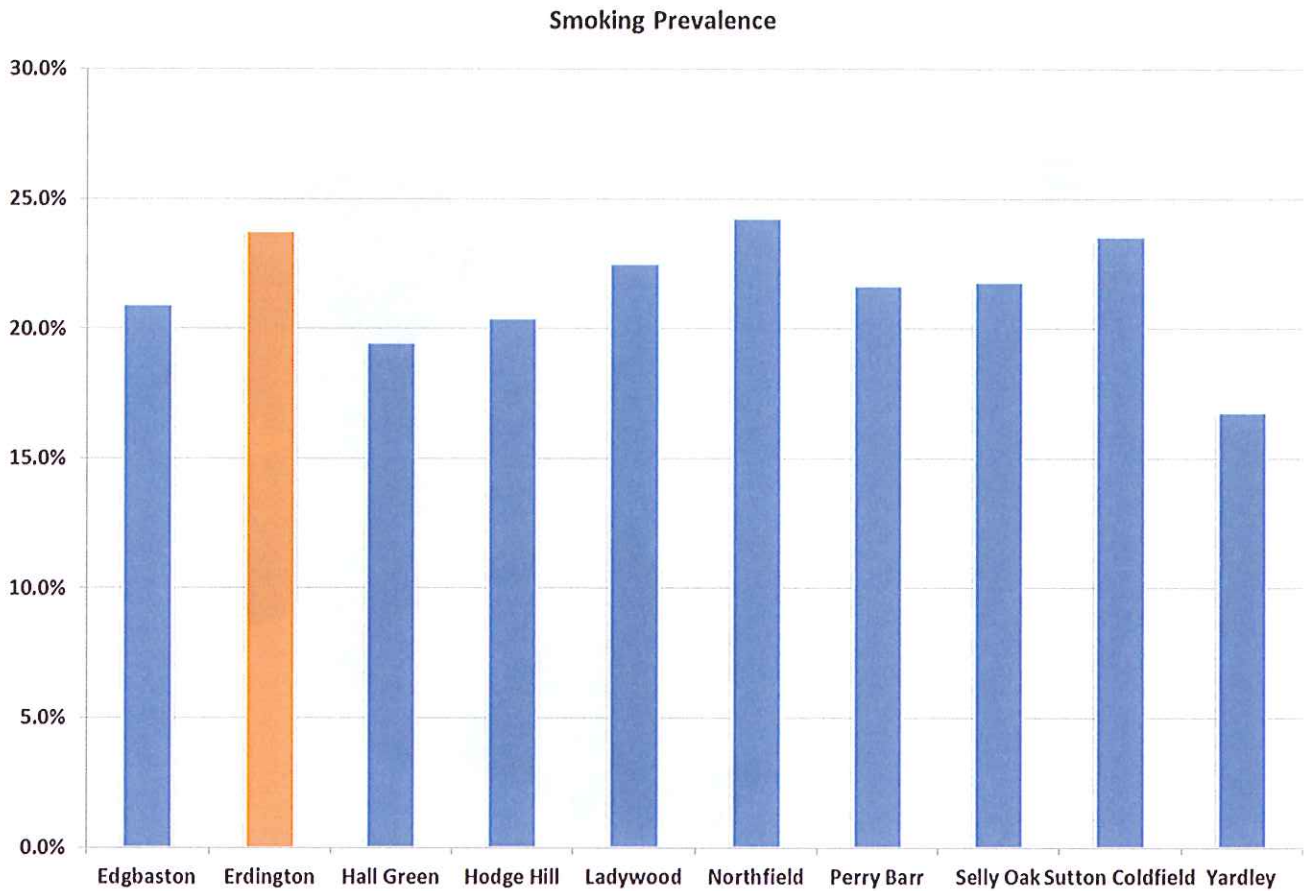
Nitrogen dioxide and particulate matter concentrations

- Economic

Worklessness levels are 22.7% (18.1% Birmingham average), highest levels are in Kingstanding (26.9%).

- Key priority A: Smoking Cessation

Tobacco use is the single greatest cause of preventable deaths in England – greater than the combined total of preventable deaths caused by obesity, alcohol, traffic accidents, illegal drugs and HIV infections.



Source: NEMS survey 2009

35.2% of residents purchase cigarettes in the District in comparison to the Birmingham average of 25.3%

Erdington have the second best quit rate in the city at 1404.5, with 13.1% of all quitters coming from this district in 2012/13. Birmingham’s quit rate in comparison was 975.6 (per 100,000 adults). The quit rates for the wards that make up this district are as follows:

Ward	Quit rate	% of quitters in district
Erdington	1092.2	18.8
Kingstanding	1936.3	34.6
Stockland Green	1182.4	20.6
Tyburn	1390.6	26.1

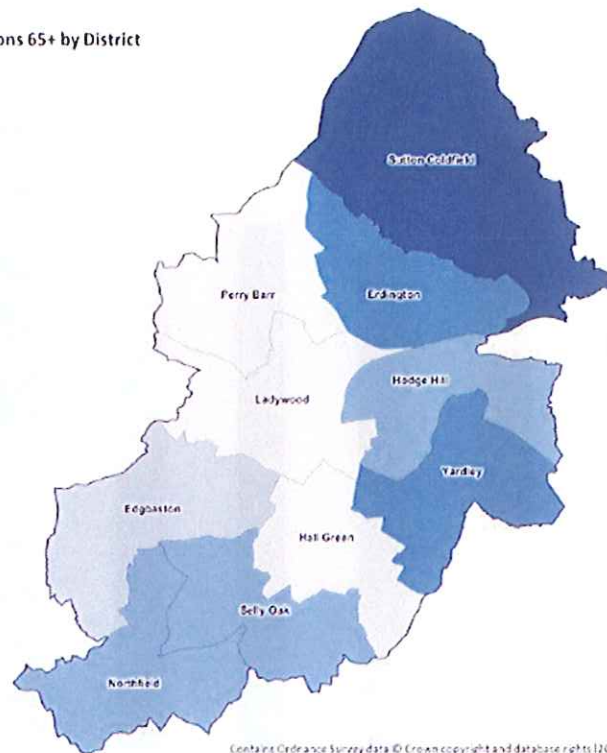
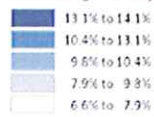
Source: North 51 Database 2012/13



- Key priority B: older adult health and wellbeing

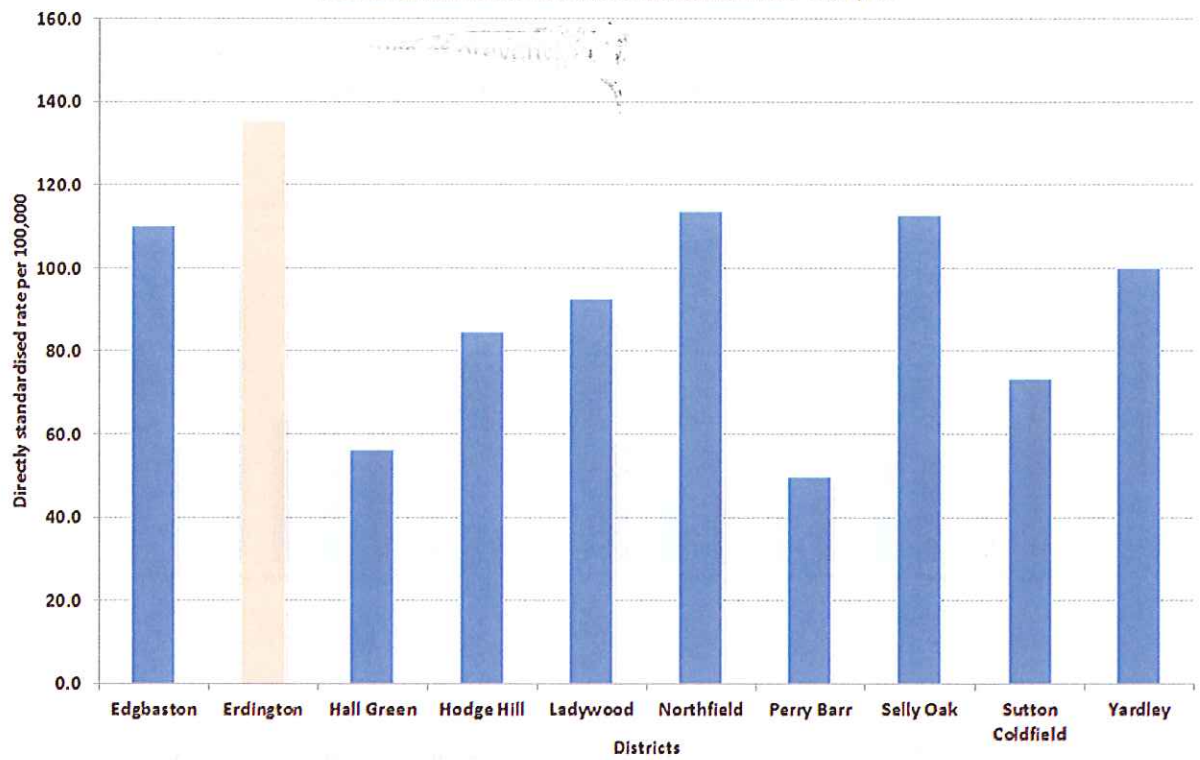
30% of 65+ year olds and 50% people over 80 fall at least once a year, costing the NHS an estimated £2.3 billion annually.

Percentage of Unplanned Fall Admissions 65+ by District



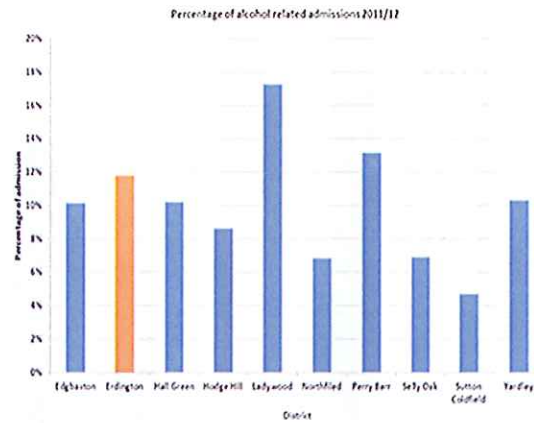
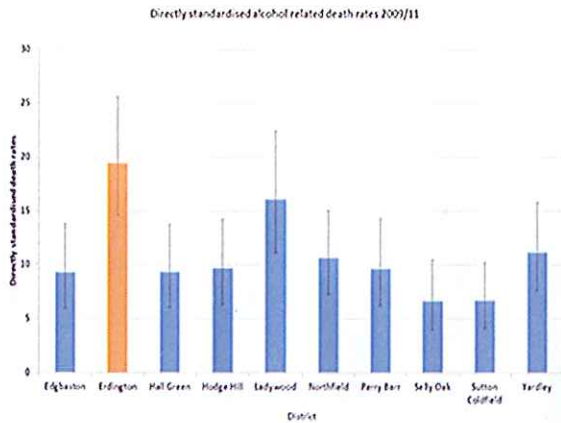
Contains Ordnance Survey data © Crown copyright and database rights [2013] 100051042

Deaths that involved fracture of the femur in 75+ 2009/11



- Key priority C: Reducing alcohol consumption

An estimated 24% of adults drink a hazardous or harmful amount of alcohol resulting in approximately 15,000 death and 500,000 crimes in England.



Erdington has the highest death rates in Birmingham at 19.5 (per 100,000), Birmingham 10.7 (per 100,00). Equally the district also have one of the highest percentage of admissions across the city.

Death Rates 2009/11	
Erdington	16.4
Kingstanding	27.9
Stockland Green	18.7
Tyburn	15.9

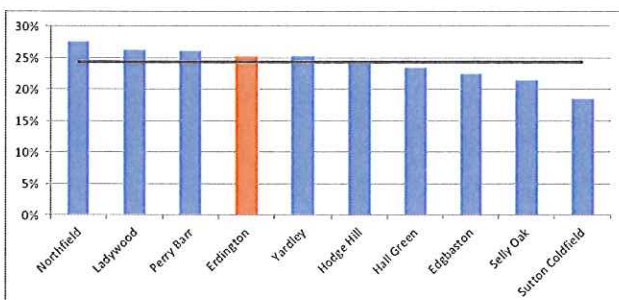
Percentage of Admissions 2011/12	
Erdington	16.4
Kingstanding	27.9
Stockland Green	18.7
Tyburn	15.9

- Key priority D: Excess weight

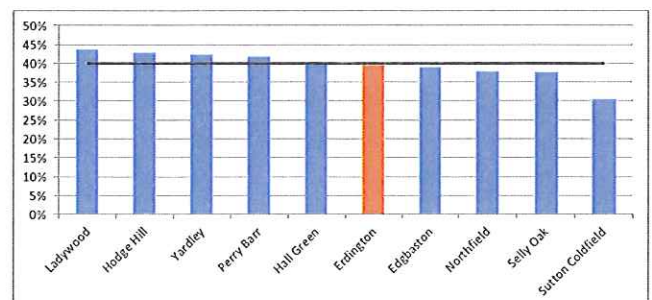
Excess weight (overweight and obesity) in children often leads to excess weight in adults, and this is recognised as a major determinant of premature mortality and avoidable ill health.

Figure 1: Excess Weight in Reception/Year 6 broken down by district (Edgbaston is highlighted in orange and the black bold horizontal line represents the Birmingham average for 2011/12)

Excess weight in Reception 2011/12 (% by district)



Excess weight in Year 6 2011/12 (% by district)



**Table 1: Excess Weight in Reception/Year 6 broken down by gender and ward**

Excess weight in Reception by gender 2011/12 (% by district and relevant wards)

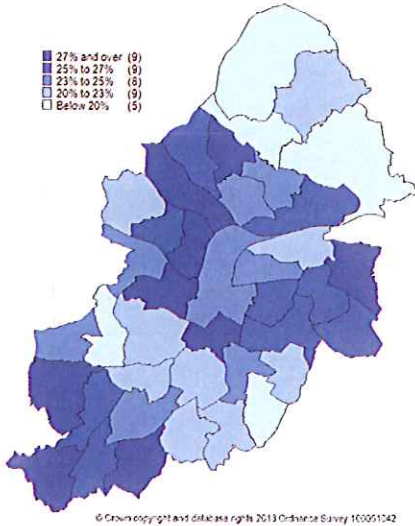
	Female	Male	Persons
Erdington	25.5%	25.1%	25.3%
Erdington	17.5%	28.8%	23.2%
Kingstanding	31.1%	27.2%	29.0%
Stockland Green	22.0%	24.5%	23.3%
Tyburn	31.0%	19.3%	25.3%

Excess weight in Year 6 by gender 2011/12 (% by district and relevant wards)

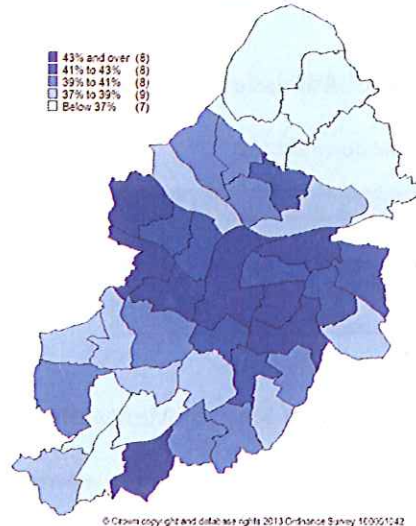
	Female	Male	Persons
Erdington	40.5%	38.6%	39.6%
Erdington	38.8%	45.2%	42.0%
Kingstanding	43.6%	34.9%	39.5%
Stockland Green	39.8%	38.3%	39.0%
Tyburn	39.1%	37.5%	38.3%

**Figure 2: Birmingham ward map of excess weight by Reception and Year 6**

Excess weight in Reception by ward 2011/12

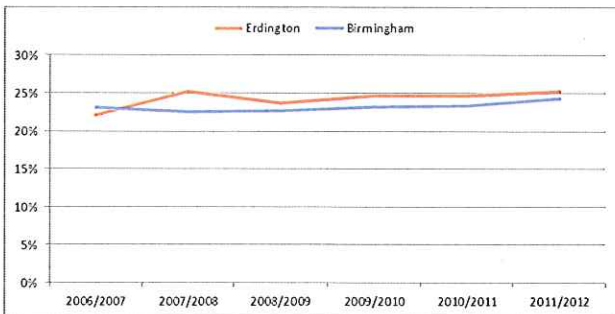


Excess weight in Year 6 by ward 2011/12

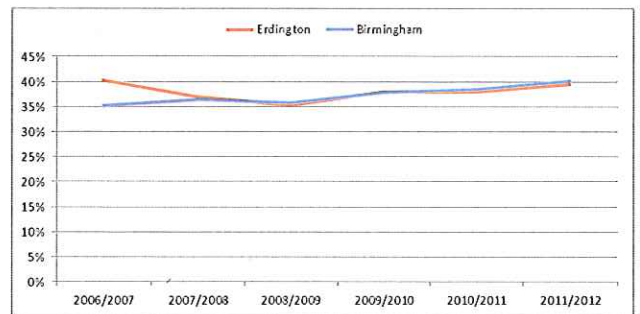


**Figure 3: Trend of District and Birmingham Excess Weight for six year period**

Excess weight in Reception trend 2006/07 to 2011/12



Excess weight in Year 6 trend 2006/07 to 2011/12



**Key priority E: Improving mental health and well being**

Mental ill health represents up to 23% of the total burden of ill health in the UK and costs in England have been estimated at £105 billion.

Figure 1 Percentage of over admissions for mental health 2012/13 and gender breakdown

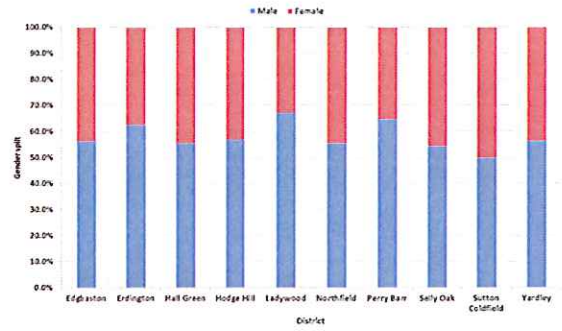
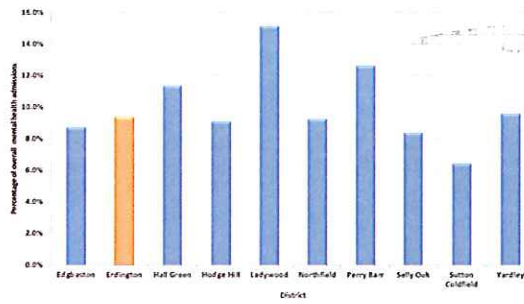


Table 1 Ward split of Admissions and Mortality

Admissions Ward Breakdown 2012/13

	Under 18	18 - 64	65+
Erdington	2.9%	64.7%	32.4%
Kingstanding	1.1%	73.0%	25.8%
Stockland Green	2.1%	64.9%	33.0%
Tyburn	5.9%	51.8%	42.4%

Mortality Ward Breakdown 2009/10

	18 - 64	65+
Erdington	13.3%	86.7%
Kingstanding	5.6%	94.4%
Stockland Green	6.7%	93.3%
Tyburn	4.1%	95.9%

Figure 2 Average Length of Stay for Mental Health Inpatients

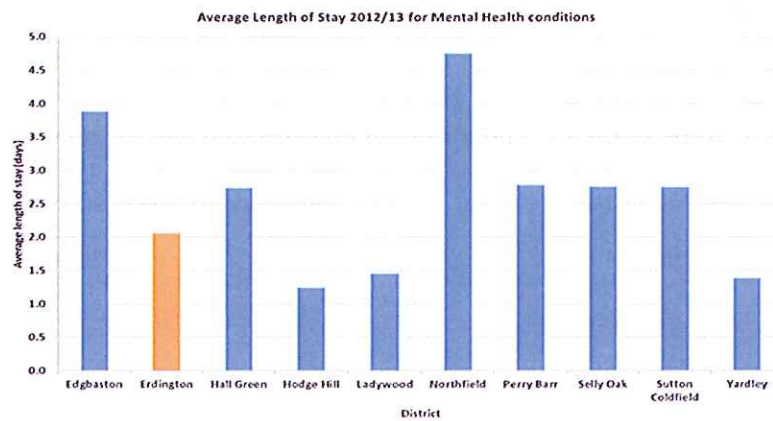


Figure 3 Cost of prescriptions 2010 – 2013

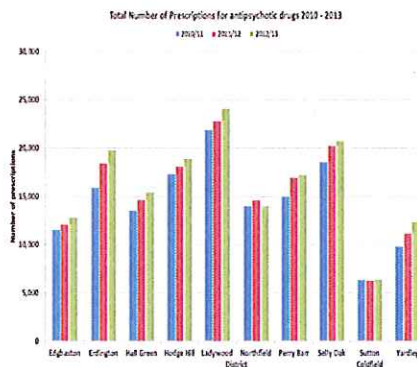
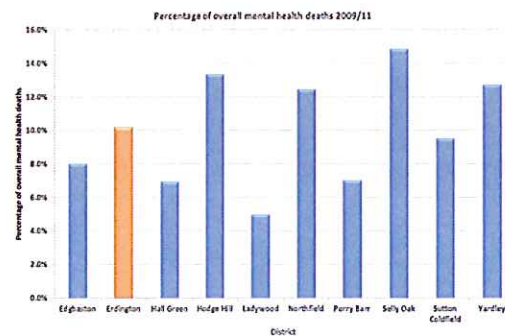


Figure 4 Percentage of Mortality 2009/11



## Assets

- **Health**

Life expectancy in Erdington is 78.2 years (Birmingham average 79.7)

- **Economic**

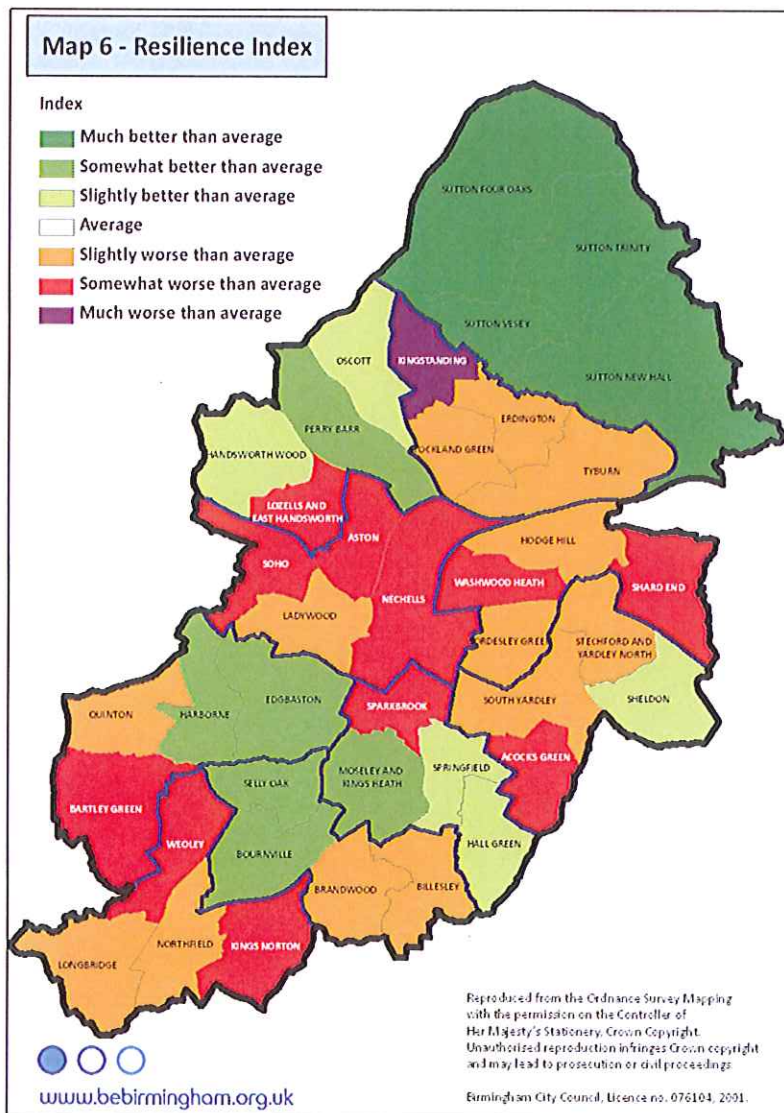
There are large employers in the automotive sector in the district (such as Jaguar).

- **Satisfaction**

87.9% of people living in Erdington are either fairly or very satisfied with living in the local area (Birmingham average 88.9%) (Birmingham opinion survey Aug 12 – Jul 13)

- **Resilience**

Resilience in Erdington is slightly worse than the Birmingham average (see below). This index has been calculated on social support networks; education; finance; and mental health.



## The role of Councillors on District Committees' Inquiry

Cllr Clancy has requested that the submission he forwarded to the Kerslake Review is also submitted to this Inquiry ([www.thechamberlainfiles.com/birmingham-must-give-power-to-the-citizens-if-devolution-is-to-mean-anything/](http://www.thechamberlainfiles.com/birmingham-must-give-power-to-the-citizens-if-devolution-is-to-mean-anything/))

### Birmingham must give 'power to the citizens' if devolution is to mean anything

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Beyond politicians themselves and other political anoraks, when it comes to big urban conurbations, very few people identify with their constituency or even their ward. I would suggest only a small minority could even name both exactly.

And I mention people's identification because that's important. What politicians or council officers identify as an 'area' (and thence to where services could be devolved) is rarely what anyone would regard as 'My Area'.

And yet I hear talk of 'Quadrant' making. Do we really think that the citizens of Birmingham would identify with four bits of it? Do they really see themselves as East Brummies, or West Brummies? Or Central Brummies? I think not. I think the Quadrant idea is a complete non-starter because of that alone.

A few services *might* be run best that way, but that is not a reason for wholesale hiving off of *all* services to that level. Each service needs to find its own most appropriate level, its most appropriate area, most appropriate model.

Whether Birmingham is run as a single-tier metropolitan city authority, or four or more authorities is not really the issue.

Going for Quadrants makes the classic mistake of putting structure before strategy: a major problem in Birmingham over the last decade or so. And I would urge your review to avoid repeating the mistake.

Whether there are four Birmingham councils or one, if standard politicians and standard municipal officers simply remain, with the same old approach to the delivery of services and the wielding of political power, simply in a new mosaic, then little is to be gained.

A smaller number of citizens will be let down by a smaller group of politicians and officers: it's plus ca change and déjà vu all over again.

It's not a question of 'What?', but 'Who?' and 'To Whom?'

If the wrong people are given the wrong powers and/or the wrong people are denied those powers, any well-intentioned political structure will fail.

More importantly, though, to whom do officers of a council answer?

The officers and employees of the council delivering those services should become answerable not to tiers of administrative or political control above them (as now), but instead to local users of those services and their local representatives, political and otherwise. That

will involve the real change, the real culture change, that is needed when deciding how now to govern Birmingham.

The devolution process which has taken place thus far in Birmingham (leading to Constituency Committees, later District committees) has fundamentally failed because they are based upon boundaries constructed, indeed contrived, based on mechanical, political and electoral administrative concerns. They did not emerge from real districts and places. It was an imposition on top of on-the-ground realities.

I would suggest that reform of how Birmingham is governed starts at the most local level. Which services work best at the hyper local level? Build upwards from there, not downwards from a big city-structure plan.

It is the delivery and ownership of those local services in distinctly local hands that matters. Local councillors need to be involved as the democratic 'glue' – not necessarily running or controlling them, but at least overseeing or having oversight of them.

Where a service actually IS sometimes has no relevance; sometimes it means everything.

Getting people involved in either a place or a service and allowing them to shape it and help it work, as well as being able to see what is efficient and cost-effective is what matters. That's why I believe that Birmingham's problems are not best dealt with by top-down restructuring.

I would suggest that the city needs to be administered and governed through a new network of co-operatives, mutuals and social enterprise organisations overseen by elected members and other representatives of the citizens who use the relevant service – whichever model suits the area or service. This would be real devolution.

The co-operative council is just as legitimate an administrative overlay to solve our problems as some big-fix quarantine landing of new big municipal life.

These models can apply to children's or adult social services as much as to domestic refuse collection or housing repairs.

Those who manage must also be on the ground and part of the service delivery. I genuinely think that managers must be practitioners and the further they get away from the real services they have responsibility for, the less likely that service is to work; indeed, the more likely it is to fail. I genuinely believe that the director of Children's Social Services should have an on-the-ground caseload that takes some of his/her time each week.

Co-operatives, Public Service Mutuals, Employee-owned public enterprises and social enterprise organisations overseen by elected politicians at local, hyper-local and city-wide level provide the flexibility needed in a large city to deliver cost-effective, efficient, responsive, evolving and agile services. This is the structural mosaic that works, to my mind. The upper structures don't matter so much. It could be by a committee system, it could be by leader and cabinet. I prefer committees.

I would suggest that the council's experience of using limited companies to deliver services has been poor.

On-the-ground employees and citizens both at the sharp end of service delivery are genuinely the best ones to shape and control services: that's real devolution. Overseen



locally by elected councillors, together they can often grasp how best a service can thrive and develop.

That is the change needed in this city – not tinkering at the top. In particular I believe that Children’s Social Services would achieve better outcomes through the service being delivered through smaller, locally run employee-led mutuals working in hubs. But that might not work for other services where a co-operative model might work. We must have a range of models, overseen and co-ordinated – but not part of some ‘directorate’ (the bad clue is in the title – ‘directors’ and ‘directing’ are the problem).

Importantly they can more often bring real efficiencies and savings undreamt of in a command and control administrative structure.

The word ‘citizen’ is simply not heard enough in this city council. Calling citizens “Service-users”, “customers” or “residents” can distance the officers, distance the responsibility and distance the service.

Motivating current employees (especially with less of them) can often come through detaching them from the great monolith of the City Council and letting them thrive in much smaller units they have real control over, together with the citizens who are the actual service users. Let them have real ownership of delivery whether, again, in Public Enterprises, Social Enterprises, Co-operatives or Public Mutuals.

So forget the structural tinkering – the radical reform needed is to put the services of the city away from the pyramids of administration and directorates actually into the hands of its employees and its citizens.

*John Clancy, Birmingham Labour Councillor for Quinton*



# Area Committees' Annual Report





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# Introduction

**This report gives an overview of the key changes that have taken place over the last 12 months; it reflects on some of the activities, successes and challenges during the year 2013 to 2014 and looks ahead to future developments, which will improve the way decisions are taken in local areas and to highlight the important role the new community committees play in local democracy.**

The new community committees are an essential part of our local democracy; they work with local residents, the third sector and businesses to ensure the services delivered by the council are delivered in a targeted way and to a high standard.

Our city, our communities and our residents are facing massive social and financial challenges, including health inequalities, an ageing and more diverse population, poverty and financial exclusion. At the same time, the level of public funding over the last few years has seen unprecedented swingeing cuts of around £94m over the past three years. The council anticipates that there will be a further reduction in funding from Government of around £81m over the next two years. In these challenging conditions our area committees and their members have worked determinedly to improve the lives of local people.

They have continued to use their funding and powers to support a vast and wide-ranging number of activities and organisations, ranging, for example, from ensuring young people can find jobs and training, or preventing older people from being isolated, or supporting local environmental improvements.

The pressures now facing local government mean that the council must work more intelligently and flexibly than ever before. We have therefore continued to look at the way we deliver services locally and the Area Working review looked critically at the role the area committees play in this. We have made a lot of progress, but there is still a great deal of work to do to ensure that we serve the residents of Leeds as effectively as we can.

2013 to 2014 saw the introduction of some important developments. The appointment of area lead members has already started to strengthen links between the corporate centre and the local delivery of services. The delegation of the youth activities fund has enabled the area committees to champion the young people in our city. The new community committees will enable us to focus more clearly on community engagement and local decision-making, which will play a crucial role in driving the changes we must now action. This is part of a broader approach by the council to address issues of poverty, getting people into work, and providing more accessible services.

My sincere thanks go to all Community Committee chairs, who have picked up the baton and run with the new agenda enthusiastically and with real determination. Thanks to members and officers for their support, ambitions and desires to make things happen!



**Councillor Peter Gruen,**

Deputy Leader and Executive Member for Neighbourhoods,  
Planning and Personnel

# Major developments 2013 to 2014

2013 to 2014 saw the introduction of new initiatives that will build on the work of area committees, all of which are helping to improve local democratic leadership and enable our area committees to work more effectively.

## Community Committees

There were three main drivers for changing our approach to locality working and developing the community committees.

Firstly, like other local authorities, Leeds City Council has suffered unprecedented cuts to its budget over the past three years. This reduction in funding is in addition to the need to meet the cost of inflation and continuing spending demands across a range of services. This has meant that, in addition to reviewing many of the services we provide, we have a responsibility to ensure that we spend money and work more intelligently and more flexibly than ever before.

Secondly, one of the objectives of our Best Council Plan is to make it easier for people to do business with us, as well as ensuring that we involve people in shaping their city.

And finally, a key outcome of the 2012 Area Working Review included the need to improve community involvement and engagement in the local decision making process.

Our locality arrangements are key to achieving all of these aspirations. In short, we want to bring place, people and resources together.

The move towards a more collaborative and inclusive approach to working locally began following a review of the council's area working arrangements. A number of recommendations were agreed by Executive Board in December 2012 and officers, working closely with area committee chairs, undertook further work to develop a set of principles to underpin a new approach to area working arrangements.

Work with area chairs helped identify the key issues to be addressed with regard to area committees. The key areas of concern were:

- the work of area committees is not widely understood or recognised in the council or in communities;
- the style of meetings does not naturally lend itself to effective engagement with local residents, and;
- reports are not sufficiently tailored to the locality.

At a meeting of Full Council in September 2013 members received a report proposing an approach to replace the area committee arrangements as a way of demonstrating a new expression of democratic leadership. This step aimed to ensure a move towards a greater focus on local issues by local people and away from the bureaucratic nature of many area committee meetings where there is little or no attendance by the public.

In December 2013, Executive Board endorsed the proposition to be more responsive to local communities and recommended further work to build on efforts already undertaken to improve locality working arrangements.

As a result of this, consultation took place with elected members, services, partners, the third sector and town and parish councils between February and April 2014. This included:

- member workshops
- presentations to all five political groups
- three area leadership team discussions involving partners
- school clusters
- discussions with all directorate management teams
- discussion with the third sector leadership forum (attended by 15 third sector representatives)
- presentation to and discussion with town & parish councils at their Annual General Meeting.

Outcomes from the consultation were as follows:

- a change in name from area committees to community committees to reflect the new approach to locality working;



- an agreed set of design principles for community committees to create a framework that is consistent across the city, but still responsive to local needs;
- an agreed brand and identity for community committees to assist in communication and marketing activity, raising the profile of community committees and their work;
- the need for more services and decision making responsibilities to be delegated to community committees;
- more locally focussed meetings supported by local intelligence and issues local members want to consider, rather than prescribed city wide or corporate based reporting;
- more freedom and flexibility in terms of the way community committees operate;
- the development of community engagement plans, which recognise the differing needs of each area; and

- meaningful community engagement - an improved model of locality working that will give residents the opportunity to 'have their say', as well as a greater influence on decisions about the design and delivery of public services.

On 9 June 2014 the Annual Council meeting approved the constitutional amendments relating to community committees and the first meetings took place in July.

Delivering the new community committees will need a significant cultural shift 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 new and different ways. 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.

## Area Lead Members (Community Champions)

The Area Review report in 2011 introduced the concept of developing the area 'champions' roles into the area lead member roles. The role provides an important part in providing a local lead perspective on executive board portfolios. It is a practical expression of the strong local leadership role set out within the locality working design principles and best city and best council ambitions.

The area lead member roles were introduced in July 2013 and covered the following work areas:

- Adult Social Care and Health and Wellbeing (as one or two roles)
- Children's Services
- Employment, Skills and Welfare
- Environment and Community Safety (as one or two roles)

A supporting brief was developed for each area, which includes core, common factors but are tailored appropriately. These briefs reflect the different facets of the role and the opportunities it presents in terms of:

- working closely with area committee chairs to identify and lead relevant debates at area committees;
- representing the area committee at local project or partnership meetings, and in the commissioning process to ensure the needs and interest of the area are represented;
- developing informal opportunities and networks with council services and partners to build understanding, improve partnership working, provide challenge and bring a local democratic perspective to a wider range of services; and
- supporting the relevant executive portfolio holder and officer lead to ensure local issues are included in policy development, highlight any service issues or failures, drive service improvement, share best practice and learn from innovative approaches developed through area committees.

Executive portfolio holders regularly meet with their area lead members to focus on understanding the local and city-wide agendas and provide challenge

and debate around local issues. The role provides a useful vehicle to broaden understanding at all levels and to strengthen relationships between officers and members. This has enabled action to be taken more quickly when issues have been raised within a locality. A formal evaluation of the role will be taking place in autumn/winter 2014. The results of this evaluation will form the basis for developing an action plan for area lead members.

The area lead member role has already started to make an impact in local areas as demonstrated by the following examples.

The area lead member for community safety in Inner North East has been heavily involved in gang prevention work across Chapeltown. She has developed very good relationships with community safety officers and regularly monitors progress and looks for ways to influence change. The area lead member for Outer North East has facilitated activities with partners, including Connexions, EPOSS (Elmet Partnership of Schools and Services) LCC Area Support Team and the Youth Service, to reduce numbers of young people who are NEET.

In South East lead members worked with adult social care and older persons networks to deliver 1800 winter warmth packs, holding launch events where green doctors attended and provided advice on saving fuel. Lead members also played a significant role in helping set up new arrangements around tasking and the formation of the Locality Safety Partnership.

At the request of the Outer West Environment Sub-Group, targeted work has been undertaken around flytipping. A list of hotspot areas prone to flytipping and littering is being collated for enforcement officers to patrol. This piece of work is also complemented by the use of small covert cameras to catch offenders in action.

The West North West health and wellbeing area leads worked with public health to co-fund a range of projects to tackle health inequalities across the area. Projects ranged from tackling social isolation in Outer North West to highlighting the health dangers of sedentary occupations such as taxi drivers.

## Youth Activities Fund

The Youth Activities Fund was devolved to area committees in 2013, enabling members to allocate a total of £250,000 to this important area of work. This figure will be doubled in 2014 to 2015. It is being used in conjunction with school clusters, for example, ensuring young people are involved in the decision-making process and benefit from a more targeted approach to funding.

## East North East

Ward members attended school councils in Burmantofts and Richmond Hill to consult with young people on the type of activities they would like to see provided through the Youth Activity Fund. The fund acted as a catalyst for better partnership working, helping to identify gaps and how we can better utilise and promote Breeze.

The Youth Activities Fund helped set up a Table Tennis Club in Roundhay, which is now self-sustaining and runs every Monday evening from September following successful taster and promotion sessions. The group received a grant of £2,240 and used this to purchase table tennis tables, bats and balls as well as train four sports volunteers to run the sessions. The club is the only one of its kind in the local area and gives young people aged 8 to 17 a new and engaging activity to take part in.

## South East

An exciting project funded by the Youth Activities Fund in Outer East is 'Junior Parkrun' at Temple Newsam established by Parkrun Limited. The set up costs were £6,000, with half of the cost funded by Parkrun Limited, and the other half funded from the Youth Activities Fund. Building on the success of the Saturday Parkrun for adults, the highly enthusiastic team are anticipating attracting over 60, 8 to 15 year olds every Sunday. In the first year, this will equate to over 3000 young people attending at a cost of under £1 each. This project meets the local health and wellbeing priority to organise positive activities for young people and tackle childhood obesity.

## West North West

'Project Beats' is run by Equilateral Media in the Inner North West. Equilateral received £2000 from the Youth Activities Fund to provide weekly sessions for young people to explore, learn and develop skills in various musical disciplines. Young people enjoyed singing, basic music production, DJing, audio recording and rhythm games. The project ran for 10 weeks from the Cardigan Centre, attracting up to 13 young people per session with 105 over the course of the project. The project has given young people an opportunity to explore music in a structured learning environment to develop new skills, which they can continue to evolve.





# How we made a difference – highlights from 2013 to 2014

## Wellbeing fund

Area committees, and now community committees, continue to play a fundamental role in understanding and addressing issues of concern to local people. They do it in many ways, one of which is by providing funding to take forward projects that fall within their identified priorities. It is generally recognised that the money provided is increased significantly due to the opportunity to lever in matched funding and volunteering.

Five major benefits have been defined from locally delegated funding as follows.

- **Developing community capacity and pride** – generating a sense of belonging and often involving volunteering by local residents to make things happen.
- **Sealing the deal** – gap funded projects where the work would not otherwise be taken forward.
- **Leverage** - acting as a catalyst to lever in funding from other sources.
- **Implementing planned local actions** – focussing on specific local priorities.
- **Supporting council departments and partners** – supporting our own council departments and supplementing the funding of partner agencies to improve their services to the local community.

The total value of projects approved and funded through the Wellbeing Fund across Leeds in 2013 to 2014 was over £2 million, with match funding bringing the figure to almost £4 million. This covered a range of projects, both in terms of value and in terms of focus. Across the city, the wellbeing expenditure supported 337 projects.



## Success stories from the localities

The success stories presented here provide a flavour of the type of projects supported and promoted by the area committees across Leeds. They are a representative sample of the types of local projects that are making a real difference within local communities. Every area committee has many, many success stories to tell reflecting great work across every community and neighbourhood in Leeds – for this annual report we have picked one for each committee as an illustrative example.

### East North East

#### Inner East

##### Lincoln Green Computer Suite

**Local priority: to increase usage of community centres.**

In response to local residents call for access to computers and IT based education courses to be run in the community, the area committee funded the installation of a computer suite at Lincoln Green Community Centre. The suite is being used to run courses for young people in Lincoln Green who are NEET - this led to nineteen young people gaining the Step Up NOCN qualification.

Sarah Suess, project manager at Learning Partnerships, said:

***“The course was run in this location to forge a partnership with the Co-operative Academy. If the computer suite had not been installed it would not have been possible to run the sessions. Even if a different location had been used it is highly likely the young people would not have engaged.”***



Students who attended the courses added:

***“I like coming to the course because it helped me keep my anger down and it helped me work in a team better.”***

***“I think passing the course will help me in the future as it has boosted my confidence.”***

#### Inner North East

##### Roundhay Junior Park Run

**Local priority: increase volunteering, promote healthy lifestyles.**

Roundhay Junior Park Run was established in November 2013 to give young people a chance to attend a free weekly organised run. The sessions give young people the chance to participate in free physical activity and meet new friends. Nine sessions have been run to date with an average of 66 young people attending each session. The young people have run a total of 1,194km. The sessions are run purely by volunteers; the lead volunteer has stated it would have been very difficult to set up the project without funding.

Miss D, volunteer, said:

***“I am a medical student with a degree in human nutrition. Unfortunately a large proportion of the health issues I encounter are overweight and obesity related. I believe initiatives like this help a small, yet meaningful, number of our community to lead healthier lifestyles and improve wellbeing.”***

Mrs T, parent, added:

***“My son is plump and does not like football as the ‘good’ players won’t let him play. At his first park run it took him over 16 minutes, his best is now 13:13. He is so proud.”***

## Outer North East

**Maecare Partnership Co-ordinator - £10,667, staffing costs. Local priority: supporting older people to be independent**

Maecare is an elderly care community organisation. The funding received enabled Maecare to employ a co-ordinator post to ensure closer partnership working with schools and local organisations. A number of projects were developed as a result of the post, including partnerships and projects with four new schools, Meanwood Clinic, a singing group for carers and service users with dementia, dementia training for local residents and third sector organisations.

Of particular note this year was the establishment of an intergenerational reading project with Moor Allerton Primary School.

Carol Burns, manager of Maecare, said:

*“Being involved in schools has meant the organisation can ensure older people feel more involved in their community. They like to feel needed and give something back to their local community. Being able to contribute to the community improves older people’s wellbeing.”*

Mrs W, a volunteer reader from Maecare, added:

*“I feel like I am doing some good, I am glad that I can help. It’s really lovely for me to be around children, I do not have any grandchildren of my own. I see them all as my grandchildren.”*



## South East

### Outer South

**Older people celebration events.**

**Local priority: vulnerable members of the community living independently for longer.**

This year saw the development of new events celebrating older people across Outer South Leeds, funded by the



Outer South Area Committee. The Rothwell event was delivered and supported by Rothwell & District Live at Home scheme and was a real success with over 100 visitors. The event was supported by Tea Cosy Memory Café, who were also delivery partners in the area committee’s Winter Warmth Scheme. Tea Cosy have been trailblazers in their commitment to supporting people with dementia through pioneering Rothwell as Leeds’ first dementia friendly community.

## Inner South

**ASDA pre-recruitment sessions.**

**Local priority: provide opportunities for people to get jobs or learn new skills.**



The new ASDA store in Middleton is the largest development in that ward for a number of years and was a real opportunity to get local people into work. In order to support that challenge LCC’s Employment & Skills section worked with partner agencies including Job Centre Plus, Leeds City Colleges, Housing Leeds, South East Area Support Team and many others to deliver three days of pre-recruitment sessions at the St George’s Centre and BITMO Gate. The whole approach was supported and endorsed by members of the Inner South East Area Committee. Approximately 1,500 people attended these sessions and 68% of the jobs were eventually taken up by people living in the LS10 area. Those attending the sessions that

were unsuccessful with ASDA have been picked up by the council's employment and skills team and are receiving support at The Point in The White Rose Centre, where there is likely to be job opportunities in the future. The newly recruited staff were trained by ASDA at St George's Centre and are now in post with the new store, which opened in early May 2014. The success of this project is seen as a template for future developments across the city.

## Outer East

**Winter warmth packs for elderly residents.**

**Local priority: vulnerable members of the community living independently for longer.**

In January 2014 winter warmth packs for elderly residents were provided across the whole of the Outer East Area. Funded by Outer East Area Committee and Housing Leeds and supported by the four elderly support networks, around 1,700 packs were provided. In Garforth & Swillington ward and across the adjacent villages the packs were distributed by Garforth NET (Neighbourhood Elders Team).

Launch events were held by NET in Garforth and Kippax with both events attracting large numbers of elderly people. Officers from the council's fuel poverty section attended and a 'Green Doctor' was on hand to provide advice on keeping homes warm, keeping themselves warm and saving fuel. The packs included a number of items to help keep residents warm including a flask, hot water bottle, various items of clothing to keep warm, along with soups and foodstuffs. The issue of fuel poverty, particularly amongst elderly residents, has been a key priority of Outer East Area Committee for several years. The packs and the launch events have been welcomed locally and have increased the number of elderly people engaging with the older persons support networks, thus hitting another priority of reducing social isolation amongst the elderly.

## West North West

### Inner North West

**EnviroMET – Leeds Met Students' Union.**

**Local priority: support volunteering within our local communities / improve the local environment and our parks and open spaces.**

Due to limited capacity over the last few years, Leeds Met Students' Union has been unable to respond quickly and innovatively to environmental issues raised by the local community. The area committee funded the EnviroMET project and a part-time (20 hours a week) project worker to coordinate environmental projects, increase the number of students volunteering on environmental projects within the local community,

improve student-community relations and to provide a joined-up approach between Leeds Met Students' Union and other environmental initiatives within the city.

The project has been hugely successful and there has been a significant increase in the number of students volunteering to be part of environmental projects. The Students' Union is better represented at key meetings and able to respond to issues that are raised by the community which is exactly what the committee hoped to achieve through this post.

The success of the project has led to Leeds Met now funding a permanent project worker post and additional resources to expand the project.

Local Resident JK said:

***"It is refreshing to see students engaging with local residents groups and to see people from different groups coming together."***

Joseph Cole, parks and countryside officer, added:

***"I am pleased to have a contact within the students' union, who is able to liaise with volunteers and residents and coordinate successful events."***

## Inner West

**The Broadleas and Fairfield multi-agency partnership.**

**Local priority: increase the levels of young people in employment, education or training.**

The Broadleas and Fairfield multi-agency partnership, supported by the area committee, identified the issue of some young tenants aged 25 and under getting into difficulties, causing anti-social behaviour and getting into rent arrears. Together with the Barca Youth and Community Team and Housing Leeds, joint first tenancy visits were agreed for all new tenants under the age of 25. The first two visits resulted in tenants being allocated a Connexions worker, who helped them into full-time training with Full Circle Learning, a specialist training provider working with the construction industry, together with ongoing mentoring and emotional support. The project is proving a success and Housing Leeds are looking to extend the pilot area to other priority neighbourhoods.

Amanda Ogg, Team Leader Children's Services, Barca Leeds, said:

***"It's great when a plan comes together!"***

## Outer North West

### Horsforth PCSOs

Local priority: safer communities.



The area committee funded two additional PCSOs to carry out approximately 40 hours patrolling per week and hold weekly surgeries in Horsforth. The officers also participate in other community safety activities in the area. Benefits have included an increased police presence on the streets of Horsforth, with local residents provided with more opportunities to contact and get advice and support from the police. It has increased community safety and reduced the community's fear of crime.

PCSO activities include attending local schools, clubs and other events in the Horsforth area. The PCSOs attend the Brownlea Stone Centre and local Morrisons in Horsforth to provide visible contact points every week. Reducing anti-social behaviour is one of the police priorities with police targeting areas reported by the public or town council. Other local priorities include monitoring speeding on local roads. The PCSOs have also received a small grant from Horsforth Town Council to work with Trading Standards to introduce a 'No Cold Calling Zone' in Horsforth.

## Outer West

### The Farsley Festival.

Local priority: Supporting local events that bring people together.

Local community groups, voluntary organisations and churches came together to celebrate the Tour de France inspired Farsley Festival on the 26th May. Celebrations funded by the area committee saw Town Street closed to traffic to allow the whole community to enjoy the event. 'Tour de Farsley' saw thousands of residents enjoying music, family fun and food with local businesses doing a roaring trade. The festival involved inter-generational activities for all ages and provided an exciting opportunity for all those living in Farsley to have a positive experience and take pride in their community. Farsley Community Initiative is set



up to look at opportunities to make Farsley the best community it can be and to support and inspire those who live there. The area committee recognises the value of investing in community events and supports projects which bring communities together to celebrate local diversity.

## Conclusions

Area committees have undertaken a huge amount of work over 2013 to 2014, and importantly, have taken the first decisive steps towards the cultural change that we must now all embrace in these challenging times.

2013 to 2014 saw significant challenges as government budget cuts intensified and impacted on services. In response area committees worked hard with their area support teams to deliver strong leadership and real change for local people.

Considerable work has taken place in each locality to prepare the committees and teams for the anticipated challenges and opportunities of the new approach to locality working with community committees and further engagement with local residents. They are now in a good position to implement these changes, which reflect the focus on locality working and local democracy.

The new approach of shorter, business-focussed committee meetings will provide more time for effective engagement with local communities and will help ensure that all parts of communities are involved. The

new branding and identity will support communications activity to better raise awareness of area committee funding for specific local projects within communities.

The Youth Services Delegation and activities fund have brought about greater accountability and improved local services. Further delegation of budgets and services in 2014/15 will give Community Committees an unprecedented opportunity to act as local 'improvement committees'.

The area lead member role is already making an impact in local areas, providing a useful means to broaden understanding at all levels and to strengthen relationships between officers and members. This has enabled action to be taken more quickly when issues have been raised within a locality.

All of the above initiatives have resulted in better and closer working in the locality for both members and for officers. However, for community committees to be successful they need to be accompanied by a significant cultural shift for all involved, and this will not happen overnight.

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## Next steps

The journey towards our new commitment to listen to local people and seek their involvement in local civic life of the community has begun. But there is still a long road ahead and significant work to be undertaken by the community committees, area support teams and our services to ensure the new approach to meetings and engagement can be fully implemented in keeping with the design principles. The measures of success will be:

- a clear focus on engaging local communities over local topics of interest;
- business-focussed meetings with reports that have local significance;
- recommendations from community committees to the council's executive board
- a new approach to localised budget setting; and
- accessible ways of organising meetings and other engagement activities that promote debate and discussion from all parts of our communities.

For 2014 to 2015 there will be a significant focus on improving marketing and communications. The appointment of a temporary communications officer for 2014 to 2015 will support the development of communications plans, help embed the new brand and identity for community committees, develop new approaches to communications, including social media, and, most importantly, support community committees by raising the profile of their work. An evaluation and review of this work will be presented to the community chairs' forum in late 2014.

The role of area lead members will be monitored and supported to ensure a local perspective is included in policy development and delivery of services. A formal evaluation of the role will take place in autumn/winter 2014. The results of this evaluation will form the basis for developing an action plan for area lead members.

Finally, work will be undertaken to address issues of capacity, organisational development and cultural change to drive forward the community committee agenda and ensure its success. This will include ensuring the links shown on the diagram on page 14 between the community committees, community chairs forum, area support teams and the newly formed Communities Board are robust and effective.

# Locality Working



## Communities Board

The board leads the long-term strategy for the city for communities and co-ordinates the partnership actions to work towards ensuring that all communities in Leeds are successful. This is a cross sector partnership board with a balance of expertise and knowledge in working with communities.



## Community Committees Chairs Forum

The Community Chairs Forum brings their influence to bear in reflecting and responding to local needs, within the context of the city priorities. Joint work and sharing is vital to the success of Community Committees, particularly with more delegations and the additional responsibilities that are therefore on members.



## Community Committees

Local elected members meeting to promote and improve the economic, social and environmental wellbeing of the committee's area. They engage with residents on the local improvement agenda and make local decisions over devolved budgets and services.



## Area Support Teams

The council officers that support the Community Committees, community engagement work and locality working. Responsible for implementing the community plans of the Community Committees and the decisions of the committees with regard to devolved budgets.

**For further information on community committees  
please contact the area leaders**

**Rory Barke (corporate) 0113 224 3103**

**Martin Dean (south east) 0113 395 1652**

**Shaid Mahmood (west north west) 0113 336 7858**

**Jane Maxwell (east north east) 0113 336 7627**





**ARTICLE 10 – COMMUNITY COMMITTEES**

**COMMUNITY COMMITTEES**

10.1. The Council will appoint ten Community Committees, as set out below, to serve the neighbourhoods and communities in the wards which they represent.

<b>Community Committee</b>	<b>Wards Covered</b>
Outer North East Community Committee	Alwoodley, Harewood and Wetherby
Inner North East Community Committee	Chapel Allerton, Moortown and Roundhay
Inner East Community Committee	Burmantofts and Richmond Hill, Gipton and Harehills, and Killingbeck and Seacroft
Outer North West Community Committee	Adel and Wharfedale, Guiseley and Rawdon, Horsforth, and Otley and Yeadon
Inner North West Community Committee	Headingley, Hyde Park and Woodhouse, and Weetwood
Inner West Community Committee	Armley, Bramley and Stanningley, and Kirkstall
Outer West Community Committee	Calverley and Farsley, Farnley and Wortley, and Pudsey
Outer East Community Committee	Cross Gates and Whinmoor, Garforth and Swillington, Kippax and Methley, and Temple Newsam
Outer South Community Committee	Ardsley and Robin Hood, Morley North, Morley South, and Rothwell
Inner South Community Committee	Beeston and Holbeck, City and Hunslet, and Middleton Park

**COMPOSITION**

10.2. The membership of each Community Committee will comprise all Members who have been elected for Wards wholly within the area determined for the Committee.

## Article 10 – Community Committees

10.3 Each Community Committee may by resolution appoint or remove non-voting Co-opted Members who may participate in the business of the Community Committee in accordance with the Community Committee procedure Rules.

10.4 A Member of the Executive may serve on a Community Committee if otherwise eligible to do so as a Councillor.

### CHAIR

10.5 Each Community Committee will appoint its Chair in accordance with the Community Committee Procedure Rules.

### ROLE

10.6 Community Committees will<sup>1</sup>:

- improve, co-ordinate and influence services at a local level;
- take locally based decisions that deal with local issues;
- provide for accountability at a local level;
- help Elected Members to listen to and represent their communities;
- help Elected Members to understand the specific needs of the communities in their area;
- lead, promote and develop community engagement;
- promote working relationships with Parish and Town Councils; and
- promote the well being of their area.

### FUNCTIONS

10.7 The terms of reference for Community Committees are set out in Part 3 of the Constitution.

10.8 The Executive shall determine from time to time the executive functions<sup>2</sup> that may be exercised by Community Committees. These functions will be exercisable concurrently by the Executive Board, and in accordance with the Officer Delegation Scheme (executive functions) by Directors

### PROCEEDINGS OF THE COMMUNITY COMMITTEE

10.9 Community Committees will comply with:

- the Community Committee Procedure Rules<sup>3</sup> and
- all other relevant procedure rules<sup>4</sup>.

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<sup>1</sup> In the neighbourhoods and communities within their remit and in accordance with the Community Plan adopted for their area

<sup>2</sup> Part 3 Sections 3C and 3D(a) of the Constitution provide details of the extent of the delegation determined by the executive.

<sup>3</sup> These are in Part 4 of the Constitution.

<sup>4</sup> These are the Council Procedure Rules, Executive and Decision Making Procedure Rules, Access to Information Procedure Rules, Financial Procedure Rules, Contract Procedure Rules and Appointments to Outside Bodies Procedure Rules, in Part 4 of the Constitution.

## Community Committees

Within each Committee's area:

### **(Council functions)**

1. To adopt and review a Community Plan<sup>1</sup>;
2. to make Elected Member<sup>2</sup> appointments<sup>3</sup> to Outside Bodies as determined by the Member Management Committee;
3. to advise or make representations to the Council or the Executive Board<sup>4</sup> on all matters affecting community interests;<sup>5</sup>
4. to consider and respond to consultations on planning briefs and frameworks and on major development proposals;<sup>6</sup>
5. to consider proposals referred to the Committee by the Council or the Executive Board<sup>7</sup> and to report back the Committee's views to the referring body;<sup>8</sup>
6. to receive and hear deputations;
7. to consider the performance, targeting, frequency and co-ordination of services and make recommendations to the Executive and to the Council's partners as appropriate;<sup>9</sup>

### **(Executive functions)**<sup>10</sup>

8. *to promote and improve the economic, social and environmental well-being of the Committee's area*<sup>11</sup>;
9. *to exercise Executive Functions*;<sup>12</sup>

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<sup>1</sup> Which shall include such community engagement plans as necessary and appropriate to reflect the themes, neighbourhoods and communities in the area.

<sup>2</sup> Including the appointment of a suitable nominee as set out in the Appointments to Outside Bodies Procedure Rules

<sup>3</sup> In accordance with the Appointments to Outside Bodies Procedure Rules at Part 4 of the Constitution.

<sup>4</sup> Or to any committee appointed by the Council or the Executive

<sup>5</sup> This is an advisory function under Section 102(4) Local Government Act 1972.

<sup>6</sup> This is an advisory function under Section 102(4) Local Government Act 1972.

<sup>7</sup> Or to any committee appointed by the Council or the Executive

<sup>8</sup> This is an advisory function under Section 102(4) Local Government Act 1972.

<sup>9</sup> This is an advisory function under Section 102(4) Local Government Act 1972

<sup>10</sup> All executive functions will be exercisable concurrently with the Executive Board.

<sup>11</sup> In furtherance of, and subject to the limitations set out in the Community Committee Executive Delegation Scheme detailed in Part 3 Section 3D(a) of the Constitution, as determined from time to time by the Executive Board

<sup>12</sup> As determined from time to time by the Executive and in furtherance of, and subject to the limitations set out in the Community Committee Executive Delegation Scheme detailed in Part 3 Section 3D(a) of the Constitution and the Community Committee Procedure Rules in Part 4 of the Constitution.

# COMMUNITY COMMITTEE PROCEDURE RULES

Body/Person with authority to  
change the document

Leader in relation to executive  
functions set out in Section 3.1 –  
3.5 and Section 8  
Full Council all other.

## **COMMUNITY COMMITTEE PROCEDURE RULES<sup>1</sup>**

### **1.0 STATUS, ROLE, FUNCTIONS AND ACCOUNTABILITIES**

- 1.1 Community Committees are appointed by Full Council.
- 1.2 The role of Community Committees is set out in Article 10.
- 1.3 Community Committees may exercise both Executive and Council functions as set out in the Terms of Reference for Committee Committees and the Community Committee Executive Delegation Scheme.
- 1.4 The Local Government Act 2000 provides for the Executive to make arrangements for functions which are the responsibility of the Executive to be discharged by Community Committees. In exercising these functions each Community Committee is accountable to the Executive.
- 1.5 Each Community Committee is accountable to Full Council for the exercise of Council functions within their terms of reference.

### **2.0 APPOINTMENT OF CHAIR**

- 2.1 The Chair of each Community Committee will be elected, from amongst the City Councillors eligible to serve on that Committee.
- 2.2 Each political Group<sup>2</sup> with Members elected within a Community Committee area may put forward a nomination from amongst Members on the Community Committee to Chair the Community Committee. An Independent Member may also put forward a nomination.
- 2.3 All nominations must be notified to the Head of Governance Services by no later than 5pm the day before the meeting convened to consider the appointment of the Chair. The Head of Governance Services will give appropriate notice to whips and Independent Members of this deadline.
- 2.4 Community Committees will meet to agree the election of Chair for the forthcoming Municipal Year during the period that is the first working day after the nomination process closes, and the last working day before the Annual Council Meeting.
- 2.5 The Chair will be elected by overall majority of first votes cast by those Members eligible to do so and present at the meeting, the member presiding at the meeting will have no second or casting vote. If no overall majority is achieved, then the nominee with the smallest number of votes will be eliminated from consideration and the vote repeated.

<sup>1</sup> These Procedure Rules should be read in conjunction with Article 10 and the Terms of Reference for Community Committees

<sup>2</sup> A nomination from a political group must be forwarded by a Whip

- 2.6 All agreed appointments will be reported to the Annual Council Meeting.
- 2.7 Where an overall majority of votes cannot be obtained, or it is not possible to convene, or hold, a meeting of the Community Committee, or, for any other reason a decision is not possible in advance of the Annual Council Meeting, the Annual Council Meeting will appoint the Chair.
- 2.8 Where it has not been possible to hold a meeting of the Community Committee and the Annual Council Meeting is required to consider more than one nomination for the position of Chair, the Chair will be elected by overall majority of votes cast by those Members of the Community Committee eligible to do so and present at the Council meeting. If no overall majority is achieved, then the nominee with the smallest number of votes will be eliminated from consideration and the vote repeated.
- 2.9 Where an overall majority of votes cannot be obtained by votes cast by those Members of the Community Committee eligible to do so and present at the Council meeting, the vote will be widened to include all Members of Council. The nominee with the overall majority of votes cast by members of Council will be appointed as the Chair of the Community Committee.
- 2.10 Where it has not been possible to hold a meeting of the Community Committee and the Annual Council Meeting is required to consider an unopposed nomination for the position of Chair, the unopposed nominee will be elected by the Council.
- 2.11 Where Council has made an appointment of Chair of a Community Committee the decision will be reported to the relevant Community Committee.

### **3.0 COMMUNITY COMMITTEE MEETINGS**

#### Frequency

- 3.1 There shall be at least four ordinary meetings of each Community Committee in each municipal year. A schedule of meetings will be approved by each Community Committee.
- 3.2 Special meetings of a Community Committee may be called in accordance with the Council Procedure Rules.

#### Business to be Transacted

- 3.3 All decisions or recommendations to be made by a Community Committee must be determined at a formal meeting of the Committee.
- 3.4 Community Committees will comply with the Executive and Decision Making Procedure Rules and the Access to Information Procedure Rules in Part 4 of the Constitution.

- 3.5 The Community Committee will not deal with an individual's issues or complaints.

### Agenda Items

- 3.6 Community Committees shall consider the following business:

- exclusion of public;
- appeals against refusal of inspection of documents;
- late items;
- declarations of interest if any;
- apologies for absence;
- additional matters set out on the agenda for the meeting.

## **4.0 PARTICIPATION**

- 4.1 Save for those parts of a meeting where the arrangements for exclusion of the press and public set out in the Executive and Decision Making Procedure Rules and the Access to Information Procedure Rules apply, all meetings will be held in public<sup>3</sup>.

### Co-optees

- 4.2 Co-opted members may participate<sup>4</sup> in the debate in the same way as Elected Members.
- 4.3 No co-opted member shall be appointed for a period beyond the next Annual Meeting of the Council.

### Quorum and Substitution

- 4.4 The quorum for a meeting of an Community Committee shall be as set out in the Council Procedure Rules.

### Voting

- 4.5 Elected Ward Members are entitled to vote in relation to all business transacted at Community Committee meetings<sup>5</sup>.
- 4.6 Co-optees are non-voting members of the committee.
- 4.7 In the event of an equality of votes, the Chair will have a second, or casting, vote.

<sup>3</sup> The Recording Protocol: Third Party Recording of Committees, Boards and Panels, set out in the Access to Information Procedure Rules applies.

<sup>4</sup> Section 102 (3) of the Local Government Act 1972 provides that a committee, other than a committee for regulating and controlling the finance of the local authority or of their area, may include persons who are not members of the appointing authority. Co-optees will not therefore participate in business of the committee which regulates or controls the finance of the area,

<sup>5</sup> Save where the Code of Conduct prevents this



## Rights to attend and speak

- 4.8 A Community Committee may invite representatives from other organisations to attend Community Committee meetings. These people may speak with the permission of the Chair.
- 4.9 Members of the public present at Community Committee meetings are observers and may speak with the permission of the Chair.

## Deputations

- 4.10 A Community Committee may receive up to three<sup>6</sup> Deputations, relevant to some matter in relation to which the committee has powers or duties or which affects the committee's area<sup>7</sup>, at any meeting of the Committee.
- 4.11 A request to bring a deputation must be submitted, to the Council's Head of Governance Services, at least fourteen clear working days in advance of the Community Committee meeting for which permission is sought. The request must include a copy of the proposed deputation speech.
- 4.12 The suitability of the deputation shall be determined by the Assistant Chief Executive (Citizens and Communities). Permission to present the deputation shall be issued by the Head of Governance Services<sup>8</sup>.
- 4.13 A deputation shall consist of at least two and no more than five people, only one of whom shall speak except by permission of the Chair. The deputation may address the Committee for not more than five minutes in duration.
- 4.14 Deputations shall be heard in the same order in which notices were received.
- 4.15 Any Member of the Community Committee may propose that the deputation be or not be received, or that the subject matter be referred to the appropriate Director or Committee. If the proposal is seconded the Chair shall put the proposal to the vote.

## Open Forums

- 4.16 At the discretion of the Chair a period of up to 10 minutes<sup>9</sup> may be allocated at each ordinary meeting of a Community Committee for members of the public to make representations or ask questions on matters within the terms of reference of the Community Committee. The period of time may be extended at the discretion of the Chair.

<sup>6</sup> This number may be extended at the discretion of the Chair but shall be fixed in advance of any meeting.

<sup>7</sup> Deputation requests which relate solely to the interests of an individual or company, or which present, or may appear to present unsubstantiated allegations or claims in respect of an individual, group of individuals, a company or any other body, or are in any way vexatious or otherwise significantly prejudicial to the interests of the Council or the City of Leeds, will not be permitted.

<sup>8</sup> A deputation shall not be admitted about any matter which has been the subject of deputation in the preceding six months.

<sup>9</sup> Which may be extended at the discretion of the Chair

- 4.17 No member of the public shall speak for more than three minutes in the open forum, except by permission of the Chair.

#### Advisory Or Consultative Forums

- 4.18 A Community Committee may establish<sup>10</sup> and set terms of reference for one or more<sup>11</sup> area or issue based Community Forums<sup>12</sup>, to act in an advisory or consultative capacity.
- 4.19 Where a Community Committee establishes a Community Forum, the Chair of that Forum must be appointed by the Community Committee<sup>13</sup>.
- 4.20 Where disputes arise with regard to the appointment of Chairs of Community Forums these will be referred to the Member Management Committee for resolution.

## **5.0 DECISION MAKING**

- 5.1 Community Committees must make decisions:

- in accordance with all relevant procedure rules<sup>14</sup> within the Constitution;
- in accordance with the Council's Budget and Policy Framework<sup>15</sup>;
- in accordance with the Community Plan for the area and any other relevant strategy or plan approved by the Executive Board; and
- following consideration of a report from relevant Director or his/her nominee.

- 5.2 A Community Committee, or two or more Community Committees jointly, may refer any matter in relation to its executive functions to the Executive Board for decision.

<sup>10</sup> The Community Committee shall determine how the membership of the Forum shall be decided.

<sup>11</sup> The total number of forums established and the frequency of meetings will need to be sustainable for the Members, officers of the Council and other service providing agencies, and community representatives.

<sup>12</sup> A forum may cover the whole of the Committee's area or smaller areas within it, for example, one ward

<sup>13</sup> The committee must ensure that the Chair is appointed with regard to the political balance of the ward to which a forum relates and having regard to the number of ward based Community Forums. Where a political group has the majority of members within a ward, the chair will be appointed from amongst or be a nominee of those Members. Where no political group has a majority, the chair will be appointed by the Community Committee from Members of the ward to which the forum relates or a nominee of those Members.

<sup>14</sup> Council Procedure Rules, Executive and Decision Making Procedure Rules, Community Committee Procedure Rules, Financial Procedure Rules, Contract Procedure Rules, Appointments to Outside Bodies Procedure Rules and Access to information Procedure Rules

<sup>15</sup> Subject to the provisions of the Budget and Policy Framework Procedure Rules