Leicester
City Council

# MEETING OF THE NEIGHBOURHOOD SERVICES AND COMMUNITY INVOLVEMENT SCRUTINY COMMISSION

**DATE:** **TUESDAY, 7 JANUARY 2014**
**TIME:** **5:30 pm**
**PLACE:** **THE OAK ROOM - GROUND FLOOR, TOWN HALL, TOWN HALL SQUARE, LEICESTER**

## Members of the Committee

Councillor Cutkelvin (Chair)
Councillor Gugnani (Vice Chair)

Councillors Bhatti, Cleaver, Corrall, Desai, Grant and Naylor

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

*Harget*

For Monitoring Officer

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# PUBLIC SESSION

# AGENDA

1.  **APOLOGIES FOR ABSENCE**

2.  **DECLARATIONS OF INTEREST**

    Members are asked to declare any interests they may have in the business to be discussed.

3.  **MINUTES OF THE PREVIOUS MEETING**

    The Minutes of the previous meeting of the Neighbourhood Services and Community Involvement Scrutiny Committee held on 4 December 2013 have been circulated, and Members will be asked to confirm them as a correct record.

4.  **PETITIONS**

    The Monitoring Officer will report on the receipt of any petitions submitted in accordance with the Council's procedures.

5.  **QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE**

    The Monitoring Officer to report on the receipt of any Questions, Representations and Statements of Case submitted in accordance with the Council procedures.

6.  **"PASS IT ON" RE-USE TRIAL**                    **Appendix A**

    The Director of Environmental Services submits a report that provides feedback on the first nine weeks of operation on a pilot scheme to re-use household waste. Members of the Neighbourhood Services and Community Involvement Scrutiny Commission are invited to give their views on the scheme.

7.  **COMMUNITY GOVERNANCE UPDATE**                    **Appendix B**

    The Director of Neighbourhood Services submits a report on the Community Governance arrangements provided through Community Services. Members of the Neighbourhood Services and Community Involvement Scrutiny Commission are asked to note the report and make any comments or recommend further action as appropriate.

**8.**   **WARD COMMUNITY MEETING IMPROVEMENT**          **Appendix C**
        **PROJECT UPDATE**

The Director of Delivery, Communications and Political Governance submits a report that provides an update on the Ward Community Meetings Improvement Project. A draft Councillor Guide, and sample guide are also attached and the Neighbourhood Services and Community Involvement Scrutiny Commission (NSCI) is asked to note the reports and to make any comments or observations as appropriate.

The following reports are appended to the agenda:

C1: Ward Community Meeting Improvement Project – Initial Evaluation Results.

C2:Ward Community Meeting Improvement Project – The Councillor Guide.

C3: Sample Councillor Guide (Evington).

**9.**   **WORK PROGRAMME**                              **Appendix D**

The Scrutiny Commission to receive the Work Programme 2013/14 for consideration and comment.

**10.**  **ANY OTHER URGENT BUSINESS**

# Report to Scrutiny Commission

## Neighbourhood Services & Community Involvement

### Date of Commission meeting: 7th January 2014

# The "Pass it On" Re-use Trial

## Report of the Director of Environmental & Enforcement Services

Leicester
City Council

**Useful Information:**

- Ward(s) affected: All
- Report author: Jonathan Feeley/Steve Weston/Caroline Jackson
- Author contact details 0116 2161914/0116 2161904
- Date of Exec meeting N/A

## 1. Summary

A report presented to the Commission on 4th July 2013 provided information about the development of a new Household Waste Recycling Centre (HWRC) in the city. It was also proposed that a re-use scheme would be piloted. This report provides feedback on the first nine weeks of operation of this scheme.

## 2. Recommendation(s) to scrutiny

The views of the Scrutiny Commission are sought.

## 3. Supporting Information

The main objective of the scheme was to ascertain whether the re-use of waste items collection through the council's bulky waste scheme could help meet the essential needs of the clients applying for Community Support grants (CSG) from Revenues & Benefits for furniture, white goods and households items, particularly in the light of diminishing funding from the Department of Work & Pensions.

The Community Support grant scheme currently has funding which is targeted, through its policy objectives to support individuals returning to the community and in so doing the council provides a grant for the provision of new goods.

Applicants in general ask for beds, sofas, carpets, curtains and curtain poles, cookers, fridges, washing machines, bedside cabinets, tables, chairs. Also, household items such as crockery and cutlery, kettles, irons, bed linen etc.

For this trial scheme, a proportion of calls to Customer Services Centre requesting a bulky waste collection were asked whether key items were re-usable. Where this was the case, the items were collected and taken to a workshop store where they were inspected, tested, cleaned and made fit for purpose. Suitable items were then delivered to applicants in appropriate circumstances.

It is important to bear in mind that this is a relatively small scale trial; with approx.. 600 bulky waste collection each week, it has only been possible to apply the scheme to approx. 25 to 30 calls each week, because of the staffing, transportation and

storage implications.

This report provides feedback on the first 9 weeks of operation in October and November 2013 (approx. 25 to 30 collections per week). Based on this, the scheme has:

- Reused 202 household items that would otherwise have gone straight to the HWRC for disposal;

- Diverted 5.9 tonnes of waste from landfill saving c.£590 in disposal costs;

- Saved expenditure of c.£20,500 from Revenues and Benefits CSG fund by supplying requested items from the scheme;

- Based on this, the annual equivalent figures, even when operating on this relatively modest scale, can be estimated to be:
  - 1,167 items reused saving 36 tonnes of landfill @c£100/tonne = £3,600
  - Cost savings to Revenues & Benefits c.£118,400.
  - Total savings to the council = c.£122,000.

However, these figures do not take into account the operating costs (staff, transport and premises), which at the present time are equivalent to approximately £100,000 per annum, reducing the net savings to £22,000. It is anticipated that some of these "overhead" costs can be reduced should the scheme operate on a longer term basis as well as if the volume of items processed increased; bearing in mind that currently only approximately 4 to 5% of bulky waste collections are being targeted, there are a large number of suitable items that are not being utilised. Only by increasing the number of collections can the full potential of the scheme be identified; clearly this will need to be the subject of further analysis.

The most popular items (and number supplied in this period) have been: two seat sofas (16), three seat sofas (23), armchairs (14), single beds (19), double beds (16), bookcases (9), chest of drawers (10) and coffee tables (10). Mattresses have not been supplied because the quality is generally poor.

Through the two months of deliveries, the scheme supplied items to 54% of approved CSG applicants. Items in short supply included beds, wardrobes, chests of drawers, tables and chairs. These may be available from the bulk collections and may be identified by focusing the call centre staff to look for the most needed items to fill any shortfall.

What cannot be measured is the social value to the recipients of the additional items that we have supplied, above and beyond what the CSG can provide for. Additional items include things like ironing boards, mirrors, wall units, rocking chairs, ottoman, computer tables & desks, dressing table, television cabinet and many more. The feedback has been that the majority have been extremely grateful for the items that the team have delivered and have thanked them on most occasions. Two case studies are detailed below:

Case Study 1

A lone parent, with 2 children aged 10 and 3, residing in council property. Property had a serious fire which caused damage to 90% of their furniture. Customer was then rehoused by Leicester City Council into an unfurnished tenancy. Through the "Pass it on" scheme, the Community Support Grant team, were able to refurbish the new property providing a sofa, 3 single beds (with mattresses), table and chairs, wardrobes and chest of drawers. This ensured the customer, and her children, were able to resettle quickly into the new property while the previous address was being refurbished.

Case Study 2

A customer suffering from domestic violence left her marital home overnight taking nothing with her. She was rehoused, via the Safe Project, but had nothing to take with her and needed assistance with furniture for her new property. As the customer was very vulnerable the Community Support Grant team decided to support her and via the "Pass it on" scheme, a bed, wardrobe, sofa, table and chair, vacuum cleaner, bookcase and kitchen utensils were provided to her to set up her new home and help her to resettle back into the community. By using the "Pass it on" scheme we were able to give the customer additional non-essential items which would have not been available through the Community Support Grant scheme.

## 4.    Financial, legal and other implications

4.1 Financial implications

This scheme appears to offer good financial and social benefits, which will be further tested as the pilot continues.

Colin Sharpe, Head of Finance, ext. 37 4081

4.2 Legal implications

None at this stage.

Kamal Adatia, City Barrister & Head of Standards

4.3. Climate Change implications

There is a very positive benefit in this scheme as there is a considerable amount of "embedded" carbon that is created in the manufacture of household goods. By re-

using goods resources and energy are saved and the potential carbon production from waste disposal is avoided.

Anna Dodd, Environment Manager

4.4 Equality Impact Assessment

The scheme will benefit people across all protected characteristics by providing them with needed household goods (in keeping with Revenue and Benefits criteria) and in so doing, improve their standard of living.

Irene Kszyk, Corporate Equalities Lead

4.5 Other Implications

None.

**5.** **Background information and other papers:**

"New Household Waste Recycling Centre", Report to Neighbourhood Services and Community Involvement Scrutiny Commission, 4th July 2013

**6.** **Summary of appendices:** None

**7.** **Is this a private report ?** No

# Neighbourhood Services & Community Involvement Scrutiny Commission Report

**Community Governance Update**

Assistant City Mayor, Councillor Sarah Russell

Lead director: Liz Blyth

Tuesday 7th January 2014

**Useful information**
- Ward(s) affected: All wards
- Report author: Steve Goddard
- Author contact details: 37 1831
- Report version number: 1

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**1. Summary**

This report provides an update on the Community Governance arrangements provided through Community Services and covers the 'Getting Involved' scheme; the Community Volunteering scheme; Partnership Agreements with community organisations; Community Management arrangements; Community Asset Transfer and the different roles of Community Services staff supporting these arrangements.

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**2. Recommendations**

The Neighbourhood Services and Community Involvement Scrutiny Commission is asked to note the report and to make any comments or recommend further action as appropriate.

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**3. Background**:

The following updates are provided on arrangements previously considered by the Commission:

**'Getting Involved' and Community Volunteering**: support is currently being provided to groups and individuals who approach directly and groups/individuals who express an interest in engaging with the Council. It is anticipated that a stronger emphasis and wider scale roll-out of these schemes will be explored within neighbourhoods following the establishment of a team of Community Engagement Officers.

**Partnership Agreements**: Community Services have entered into Partnership Agreements on behalf of the Council with the following community organisations:

Manor House Centre Management Group
Eyres Monsell Community Association (please refer to information below)
Gilmorton Tenants Association
Braunstone Frith Tenants Association.

More recently Partnership Agreements have been established with the following groups:

African Caribbean Centre Development Group
Thurnby Lodge Community Association
Southfields "Our Community Cares" Community Association.

Community Services is also in discussion with local residents of Aylestone to look at forming a management group for the vacated library building on Richmond Road with the view to entering into a Partnership Agreement to support the future operation and development of community activities at the building.

The Partnership Agreement with the Eyres Monsell Community Association is currently on hold by mutual consent while the association review and re-establish their organisational structures.  It is anticipated that the Partnership Agreement will be revisited and re-established once the Community Association is operational.

The Barley Croft Healthy Living Centre is now run on a day to day basis by Barley Croft Primary School which is located on the same site. The new arrangement is supported by a Service Level Agreement (SLA) which uses the recommendations of the Leicester Child Poverty Commission as a basis for prioritising actions and services to be delivered to local residents in Beaumont Leys. The SLA provides a collaborative approach between the Primary School, Health Services and Community Services.

**Community Management**: The Community Services Section has been in negotiation with Leicestershire Centre for Integrated Living (LCIL) about the future management arrangements of West End Community Centre on Andrews Street. As part of the community asset transfer procedure the Council received a request from LCIL for a suitable building to promote their activities and events. Following discussions with Ward Councillors the proposal was discussed at the Westcotes Ward Community meeting where the option was positively received. The Council advertised the opportunity to other community organisation to enable them to express an interest in the West End Centre. No expressions of interest were received and discussions have continued with LCIL to take on the responsibility for the day to day operation of the building through a formal lease arrangement.  As part of the arrangements no current community groups using the centre will be displaced and a Partnership Agreement with Community Services will be entered into to ensure that a strong relationship between the Council and LCIL is maintained. It is proposed that lease arrangements will be concluded in early 2014.

The Council has also concluded the formal lease arrangements for the Raven Centre and the 55th Scout Hut in the Thurnby Lodge area and the new arrangements were instrumental in the successful conclusion of a complex situation.

The Winstanley Centre in Braunstone is being used by the K&T Performing Art Street Dance Group which has entered into a hire agreement with Community Services. Dance Group have transformed the centre which has space for the community to access and the local residents have positively welcomed the new arrangements for the building.  A review of the current arrangement is to take place shortly to identify what other improvements/ collaboration could be developed.

**Community Services posts to support the above:** The Community Services staffing review has been completed and as part of the new structure specific posts have been created to support the initiatives outlined in the report as follows:

**Neighbourhood Development Manager** – post holders have a cross cutting responsibility for an area working with Local Ward Councillors to develop and implement 'neighbourhood plans' based on the priorities of local residents and also have a responsibility for the community centres/ faciliites within their geographical areas.

In addition, by working with colleagues from other divisions and external partners, especially in the voluntary and commercial sector, they have a key role in supporting a joined up approach within neighbourhoods to the delivery of services in particular with the housing department, environmental services, libraries and adult skills and learning, as well as other services.

The development of Partnership Agreements will be essential tools for their work to achieve local outcomes. The notion of a flexible approach to community engagement across the city will be crucial to negotiate and deliver timely services and activities to meet the needs and expectations of the local residents.

**Community Engagement Officer** – post holders will support the Neighbourhood Development Manager in a defined geographical area to engage with individuals and groups to contribute to the development and improvement of local neighbourhoods through a range of interventions including:

- o Supporting existing groups, organisations, and forums
- o Establishing new groups to provide a variety of activities using community centres and other local facilities

The post holder will be the main advocate for the "Getting Involved" initiative which provides a range of different methods in which local residents can get involved, these include:

- Becoming a group leader for a community activity
- Community volunteers to support the general development of a local community centre/ facility
- Community key holders who support the operation of a community centre/ facillity
- Community Governance which involves local community activists who are prepared to take on greater ownership of a community centre/ facility, with confidence, and who have the backing of well-established community organisations.

**Operations Development Officer** – the post holder will be responsible for the development and day to day operation of the access control system; provide support and advice to community management groups and organisations on the technical arrangements for a community centre/ facility including health and safety and building maintenance requirements, etc. The post holder will liaise with the Community Engagement Officer(s) to ensure that there is good communication to support groups and organisations in the delivery of activities and events from community centres.

**Community Centre Operations Officer** – post holders will be responsible for a large and medium community centre/ facility in a defined geographical area to ensure that the building is safe and welcoming with excellent customer service, to provide in house support to the groups and organisations that operate from the building; and to meet health and safety requirement and performance targets. Post holders will liaise with the Community Engagement Officer(s) to ensure that there is good communication to support groups and organisations in the delivery of activities and events from community centres/ facilities.

**Operations Development Technicians** – will be responsible for the practical support for groups and events at the small community centres/ facilities together with medium sized centres when they are not staffed. They will provide the "on-call" cover arrangements and assist with the induction and support of key holders.

**Commercial Development Officer** – the post holder will provide advice and practical support to the Neighbourhood Development Manager to enhance the opportunities for the promotion and marketing of services, activities and events. The support for publicising initiatives such as 'Getting Involved' will be the responsibility of the Commercial Development Officer.

Community engagement and empowerment are at the heart of the new arrangements building on existing good practice and post holders will be expected to establish strong relationships with local residents to provide tailored and practical day to day information, advice and support.

A glossary of the terms used in the report is outlined in Appendix 1.

## 4. Details of Scrutiny

This report is to be presented to the Neighbourhood Services and Community Involvement Scrutiny Commission on 7th January 2014.

## 5. Financial, legal and other implications

5.1 Financial implications

There are no significant financial implications arising directly from this report.
Colin Sharpe, Head of Finance, ext. 37 4081

## 5.2 Legal implications

Contract and property lawyers remain available to provide legal advice concerning the agreements proposed in this report.  There are no further Legal Implications concerning the Recommendation in this Report. Jane McGovern and Greg Surtees, Legal Services, ext. 37 1421.

## 5.3 Equality Impact Assessment

The report describes a number of activities that aim to provide local community assets for use by local residents. The availability of these local assets and the range of potential activities that they can host will contribute to the following positive equality outcomes for local residents: an opportunity to engage in family and social life; an opportunity to express their identity as well as participate in and influence local community life; an opportunity to take part in potential learning and health related activities. All protected characteristics would benefit from access to these community assets.

Irene Kszyk, Corporate Equalities Lead

## 5.4 Other Implications (You will need to have considered other implications in preparing this report.  Please indicate which ones apply?)

None.

## 6.  Background information and other papers:

None

## 7.  Summary of appendices:

None

## 8.  Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

## 9.  Is this a "key decision"?

No

**Glossary of Terms**

**Community Asset Transfer** – this is a formal process to transfer the ownership of land and buildings by the Council to communities for less than their market value. This is known as 'discounted asset transfer' or 'asset transfer'. This shift in ownership of land and buildings from public bodies to communities is localism in action, giving greater powers to: community and voluntary sector organisation, community and social enterprises, or individuals looking to form a not-for-private-profit group to benefit their neighbourhood.

**Community Volunteering** – there are two elements to the scheme run in Community Services: Scheme One: a more formal process designed to enable volunteers to gain work based experience/ training from recruitment onwards similar in structure to that which they could expect to be involved in within an actual paid environment.

Scheme Two: designed to recognise that not all volunteers are looking to gain work experience but rather to offer their skills and experience to support their local community facility or organisation.

**'Getting Involved'** – this is an initiative to encourage local community groups to work alongside the Council to ensure that community centres within their areas meet the needs of local residents. This includes being a community volunteer, a community group leader; or as part of a constituted community organisation.

**Lease Agreement** – this is a legal document for a property or land prepared by the owner which allows another party the use for a specific period and payment. The agreement also sets out the terms of use.

**Partnership Agreement** (in Community Services) - this is an agreement between the Council and another party which has no legal standing but which outlines the responsibilities each party along with their joint responsibilities in relation to a community centre. The Agreement also covers practical arrangements for communications, meetings and funding including room hire incentive payments from the Council.

**Service Level Agreement** – this is a legal document between two parties for the delivery of agreed service outcomes and outputs by one party for specific financial support from the other party.

**Community Management** – a range of different arrangements for constituted groups and organisations to manage/operate Council owned community buildings in association with the City Council.

**Access Control/ Key Holding** – a computerised access control system allowing authorised community key holders to access a community facility for an activity or event without the presence of a Council employee. The system allows for safeguarding of both the key holder and the Council and remote support is provided by the Council on request to ensure that all eventualities are covered.

# Neighbourhood Services & Community Involvement Scrutiny Commission Report

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**Ward Community Meeting Improvement Project:
Initial Evaluation Results**

Assistant City Mayor, Councillor Manjula Sood

Lead director: Miranda Cannon

7th January 2014

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**Useful information**
- Ward(s) affected: All wards

- Report author: Grace Williams

- Author contact details: 37 4124

- Report version number: 1

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### 1.   Summary
The Ward Community Improvement Project has been live for over fifteen months, this report at the request of the Neighbourhood Services and Community Involvement Scrutiny Commission aims to highlight findings and evaluation results for the pilot. It intends to review what has worked well and not so well and areas for further development and consideration. The findings included in this report are interim findings and detailed, specific, targeted results will be sourced throughout January. These will enable a detailed evaluation report to be brought back to the commission for consideration and review in March 2014.

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### 2.   Recommendations

Neighbourhood Services and Community Involvement Scrutiny Commission (NSCI) is asked to note the report and to make any comments or observations on the initial feedback received, to date, to feed into the wider evaluation of the pilot.

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### 3. Background

The Ward Community Meeting (WCM) improvement project has been live for fifteen months and started with just four wards and has now progressed into managing a further five wards as part of the second phase of the pilot. At the NCSI Scrutiny Commission in November, a request was made for further clarity regarding the initial evaluation results, including lessons learned and good practice, from both phase 1 and phase 2. As well as a response to the WCM attendance figures report prepared by the Chair.

This reports aims to provide interim findings and evaluation results from phase 1 and phase 2 to date. As previously stated in a report to the commission in September, due to the first phase only having four wards, it was to some degree difficult to provide tangible areas of good practice and to demonstrate impact, trends and correlation in results.  It is worth highlighting at this point that this report aims to provide anecdotal and informal feedback received to date. Specific detailed evidence will be provided as part of the final evaluation.

A key principle within the project is that there is a need to encourage flexibility. Another core objective of the overall project was to release the Member Support Officers from the WCM process and instead develop an alternative resourcing arrangement for WCM moving forward which would improve the links with frontline services and communications. Therefore part of phase 2 was to test and evaluate

the introduction of Ward Community Engagement Officer role and the potential, possibility and impact of moving the responsibility of WCMs into Community Services

To ensure any lessons learned, good practice and resourcing requirements can be considered as part of the transition. An agreement has been made to close the pilot will effect from the end of January, communications will be sent to all pilot councillors early in January to outline the arrangements and to conduct the final structured evaluation.

## 3.2 Analysis and Findings

The findings and results listed below are drawn from comments formally and informally received from councillors during, both phase 1 and phase 2, officers involved with the pilot and residents.

What has worked well:
- The introduction of targeted publicity, this includes sending leaflets to 500 residents who live within the closest proximity to the WCM venue. There is evidence of the impact in Westcotes where they have had an increase in attendance figures from the June meeting which was attended by 19 residents, to October meeting which saw 31 residents attend .Feedback forms received to date indicate nearly 50% of those forms were completed by new residents.
- The trialling of new venues has been positive in attracting new members of the community. Although attendance figures haven't necessarily increased there is early indication to suggest new residents have attended. This has been particularly positive in the Coleman ward where the quarter three meeting was held in a hall at a Sikh Temple and plans to consider utilising a Muslim community venue for their quarter 4 meeting.
- The introduction of smaller tailored 'patch walks' to supplement WCMs has been effective in both the Coleman and Thurncourt ward. These walkabouts have required less organising and support than the Eyres Monsell Model. Whilst still enabling specific issues to be dealt with by the relevant officers. As part of the final evaluation a specific review of patch walks and resourcing requirements will need to be considered to ensure they are a feasible option moving forward
- The broader role of the Community Engagement Officer has made an impact in many wards. This has enabled councillors to utilise the resource for wider activities that do not necessarily fall within the WCM structure. This includes developing a community first panel in Coleman, preparing arrangements for merging of community panels and ward meetings in New Parks and supporting the development of a food bank in Spinney Hills. It also enabled detailed and specific support to applicants applying for funding, because officers are clearer about the local ward priorities and are able to work with the applicant to ensure the bid meets the needs of the ward and its residents. The role also helps to provide a dedicated officer to coordinate issues and ensure appropriate follow on of actions on behalf of the community and ward councillors
- The administration of funding bids and payments has also been improved. Leading to a smoother, more efficient way to process bids. This includes

once bids are processed on the system, providing they are a BACS payment, we will release funding within one day, rather than the original thirty days. Anecdotal feedback suggests that has been positively received by applicants.

What has not worked well:
- There has been insufficient communication and a lack of systematic sharing of good practice and lessons from both within the pilot and out. The pilot has been largely focused on delivering individual objectives within each ward and informally sharing good practice where appropriate. In future this will need to be a core part of the role of the Community Engagement Officer.
- Early indication suggests the level of resource required to undertake the broader role was to some extent underestimated. This unfortunately has resulted in some wards receiving greater support and could have an adverse effect on the level of impact the pilot has made across all pilot wards. It is also recognised that the level of support required for individual wards is dependent on the how established or effective the current meeting is, as well as the level of experience of the councillors. This is something we will need to consider as part of the wider evaluation.
- Despite best efforts and the trialling of new ideas, there is still an absence of improved attendance in some wards. Even items that have been seen to have a positive impact on attendance, i.e. targeted publicity and a change in venue, have not necessarily proved effective in all wards.
- Trying to implement new and exciting agendas remains a challenge and unfortunately many of the important issues being raised by residents tend to be very specific and could arguably be dealt with more appropriately within a councillor surgery.
- There has been inadequate capacity from both internal officers and councillors to effectively test the use of social media. There also seems to be insufficient understanding of what this actually means and whether this is the best form of publicity and method of engaging with councillors.
- The work regarding involvement of young people has not progressed as quickly as hoped, due to differing pressures and priorities of the youth involvement team. It is also recognised that delivering change within this area is significantly improved if undertaken at the beginning of the youth councillor term rather than half way through when work plans have already been created. This is something that will need to be considered post the YPC elections.
- Despite concerted effort to seek more resident and front line officer feedback, the return rates still remain low.

Further early observations and considerations
- To operate a complete community development based model, whilst still working within the constraints of a bureaucratic and systematic approach is difficult and at times can stifle creativity. It also presents a level of formality that some residents find intimidating, uncomfortable and unproductive and this in turn has an impact on future attendance figures.  It is also particularly hard when attempting this in the middle of an annual meeting cycle and financial year.
- There is clearly a correlation between the budget and attendance at ward

meetings. In some cases ward agendas have become totally dominated by funding applications and bids. Therefore once funding has ceased the attendance levels drop.

- Further clarity needs to be sought to ensure we are clear about the term community engagement and development and the best way to achieve this. It is clear this will be something different in each ward, due to the demographic needs.
- The need and purpose for ward meetings in some areas is not always clear and greater freedom and support needs to be given to those councillors to provide the options for the best mechanism for engagement. In some cases this may not be a ward meeting. Further consideration needs to be given to utilising existing community forums and meetings, rather than recreating those meetings under a WCM structure.

Attendance

The increase of attendance figures still remains the toughest outcome to predict. Despite a change of venue, leaflet and poster design, targeted publicity, refreshing of communications and publicity databases. We have recognised there are a series of obvious variables that affect attendance figures, i.e. a specific ward issue, time, venue, season and publicity. However even when these some of these have been improved, in some wards, we still seem to receive the same results. This makes it hard to find a consistent piece of good practice that all wards can utilise and demonstrate improvement from. Due to many of the attendees also remaining consistent, it is difficult to gauge a full picture of how meetings can be improved from a resident feedback form by just engaging with those residents. This still remains an area for further exploration, however due to the amount of variables it should not be the only outcome that we use to measure success of WCM. Other success criteria could include how satisfied residents are who attend, the volume of new residents, quality of community bids, feedback from key stakeholders and partners, and ward councillor satisfaction. Increased attendance is not an issue for all wards as there are other methods for engaging with residents. The Community Engagement Officer role will be important in working on the ground across the wider range of engagement opportunities.

The feedback observed to date will now be formally shared with pilot councillors in January to enable them to consider how this may be utilised or implemented for their quarter four meetings. To avoid further confusion this learning will remain within the pilot until official closure, to ensure what detailed information is released to all wards has the appropriate context and the right resource to support the level of change required.

Overall early feedback suggests that there have been some positive changes made, that can easily be transferred to other wards, at the appropriate time. It is unfortunate that due to lack of communication this has not been achieved before. There are early signs that councillors have responded well to the Community Engagement Officer role, which has a broader focus and remit. This will only be strengthened when the responsibility fully transitions into Community Services. It is disappointing to note that there is a possibility due to a number of factors that the level and impact of the improvement across all wards could potentially differ. However this also reinforces the need for a consistent community based resource,

which has a greater understanding of what is currently happening in wards as well as more capacity to support and develop ward priorities and tackle ongoing issues or concerns.

**3.3 What happens next**
As outlined earlier in the report the wider transition arrangements which remain in draft format will be taken forward for approval early in the new year. The pilot will come to a formal conclusion at the end of January.  A communication to outline the arrangements for closure and support over the transition period is critical. It also important that the initial evaluation results featured here are shared with pilot councillors and feed into the overall report.  This communication will happen in January, however the timing will need to be closely managed to avoid mixed messages and confusion, and form part of the wider transition.
Structured evaluation will be sourced and analysed with key stakeholders with a final report being produced and approved in February and then the final evaluation results being sent to the NCSI Scrutiny Commission in March 2014.

## 3. Details of Scrutiny

Update reports have been previously presented to the Neighbourhood Services and Community Involvement Scrutiny Commission.

## 4. Financial, legal and other implications

5.1 Financial implications

There are no specific financial implications arising from this update report; however the cost and funding of particular initiatives should be fully evaluated before implementation. Colin Sharpe, Head of Finance, ext. 37 4081

5.2 Legal implications

There are no direct legal implications legal implications arising from this report. Kamal Adatia. City Barrister and Head of Standards

5.3 Equality Impact Assessment

The main equality impact is increased participation, influence and voice in local community affairs by local residents through the ward community meetings. The benefits of local engagement would apply to all protected characteristics.

Irene Kszyk, Corporate Equalities Lead

5.4 Other Implications (You will need to have considered other implications in preparing this report.  Please indicate which ones apply?)

| None. |
| --- |

**5. Background information and other papers:**

None

**6. Summary of appendices:**
Appendix A - Pilot Evaluation and Closure Plan


**7. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?**

No

**8. Is this a "key decision"?**

No

# Neighbourhood Services & Community Involvement Scrutiny Commission Report

**Ward Community Meeting Improvement Project:
The Councillor Guide**

Assistant City Mayor, Councillor Manjula Sood
Lead director: Miranda Cannon

7th January 2014

**Useful information**

■ Ward(s) affected: All wards

■ Report author: Grace Williams

■ Author contact details: 37 4124

■ Report version number: 1

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**1. Summary**

A key output of phase 1 of the Ward Community Improvement Project was the creation and development of the Councillor Guide (appendix A). The guide was created to provide key information to all councillors regarding the purpose and associate processes of ward community meetings. Initial feedback has already been received and noted from both officers and councillors. The guide will remain in draft format until the end of the pilot, Once the pilot has completed the guide will then be refreshed and handed over to Community Services to implement to all councillors in April 2014.

---

**2. Recommendations**

Neighbourhood Services and Community Involvement Scrutiny Commission is asked to note the report and to make any comments or recommend further action as appropriate on the draft Councillor Guide.

---

**3. Background**

**3.1 The Councillor Guide**

**Purpose and aims of the guide**

Throughout the first phase of the pilot we received a large amount of feedback to suggest both councillors and officers were unclear about the purpose and remit of Ward Community Meetings and their associated processes. Suggestions were made that this was particularly the case for new ward councillors. Feedback was also raised surrounding the lack of clarity regarding the level and type of support resource available, as well as an absence of any suggestions about how to make ward meetings more effective.

Therefore one of the key outputs of phase 1 was to develop a guide, which could provide new councillors with the clarity, and information they require, as well as providing information for all councillors and sign posting to individuals and services available to them.

We also used some of the good practice learnt from phase 1, i.e. room layouts, use of action logs and the creation of the community engagement officer role, to create the guide. Once the 2nd phase of the pilot has been completed and evaluated

lessons learnt and positive good practice will be captured and entered into the guide.

All phase 1 pilot councillors were asked to provide comment and feedback on the guide before it was formally implemented to phase 2 councillors. There was limited feedback received at that point therefore we felt that it would seem sensible to share the guide with all pilot councillors and look to receive feedback when appropriate throughout the second phase of the pilot.

As part of a wider update to Operations Board, the guide was also shared with Divisional Directors for their comment and consideration, particularly in view of any additional information that could be included.

**Analysis and feedback received to date.**

The following feedback is based on information and comments received by both officers and councillors.

- The guide provides a valuable tool that enables relevant information to be captured in one place
- If the purpose of the guide is specific for new and inexperienced councillors then it was felt this was positive. However it was recognised that for seasoned councillors it doesn't necessarily provide a large amount of additional/unknown information
- At the front of the guide there is an element that includes ward profile data. Some councillors expressed that this data is very valuable, however its needs to be consistently updated when new data is made available. There was a suggestion to remove the information and just signpost councillors to the relevant contact within the Research and Intelligence Team who would have a clearer and up to date picture of this type of data
- Potential to further consider how partners can contribute to the guide, i.e. health watch and police etc.
- There is a need to keep the guide constantly up to date with key contacts and officer's information.
- We need to consider how often the guide would be refreshed. To make sure that it remains meaningful.  A suggestion of an annual refresh has been made.
- Consideration given to make the guide more tailored to specific ward arrangements and less generic, so the document is more relevant for individual councillors.
- Potential to include a shopping list of key LCC items/services that could be used for the funding bids (i.e. grit bins, benches, planters etc.)
- The current guide is largely focused on the structure of the ward meeting. A suggestion has been made that councillors might like to see a specific focused ward guide that articulates developments in the ward, areas of good practice and sign posts councillors to appropriate council officers.

A number of small, specific detailed comments were also received. These will be fed into the wider evaluation.

**What happens next**

From the feedback so far, the guide in its current format, doesn't really seem to meet the overall needs of all councillors and wouldn't be seen to be effective if rolled out to all councillors. However there is still a need for the guide if it was to be predominately for new councillors. Before this route is progressed further feedback will be sought and the final decision made in conjunction with Community services. Any arrangements for implementation will then be included within the wider plan for transition.

## 4. Details of Scrutiny

Previous updates have been presented to the Neighbourhood Services and Community Involvement Scrutiny Commission

## 5. Financial, legal and other implications

5.1 Financial implications

There are no significant financial implications arising directly from this report. Colin Sharpe, Head of Finance, ext. 37 4081"

5.2 Legal implications

There are no direct legal implications arising from this report. Kamal Adatia, City Barrister and Head of Standards.

5.3 Equality Impact Assessment

The main equality impact is increased participation, influence and voice in local community affairs by local residents through the ward community meetings. The benefits of local engagement would apply to all protected characteristics

5.4 Other Implications (You will need to have considered other implications in preparing this report.  Please indicate which ones apply?)

None.

## 6. Background information and other papers:

None

## 7. Summary of appendices:

Appendix A – Draft Councillor Guide (Evington Ward)

**8. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?**

No

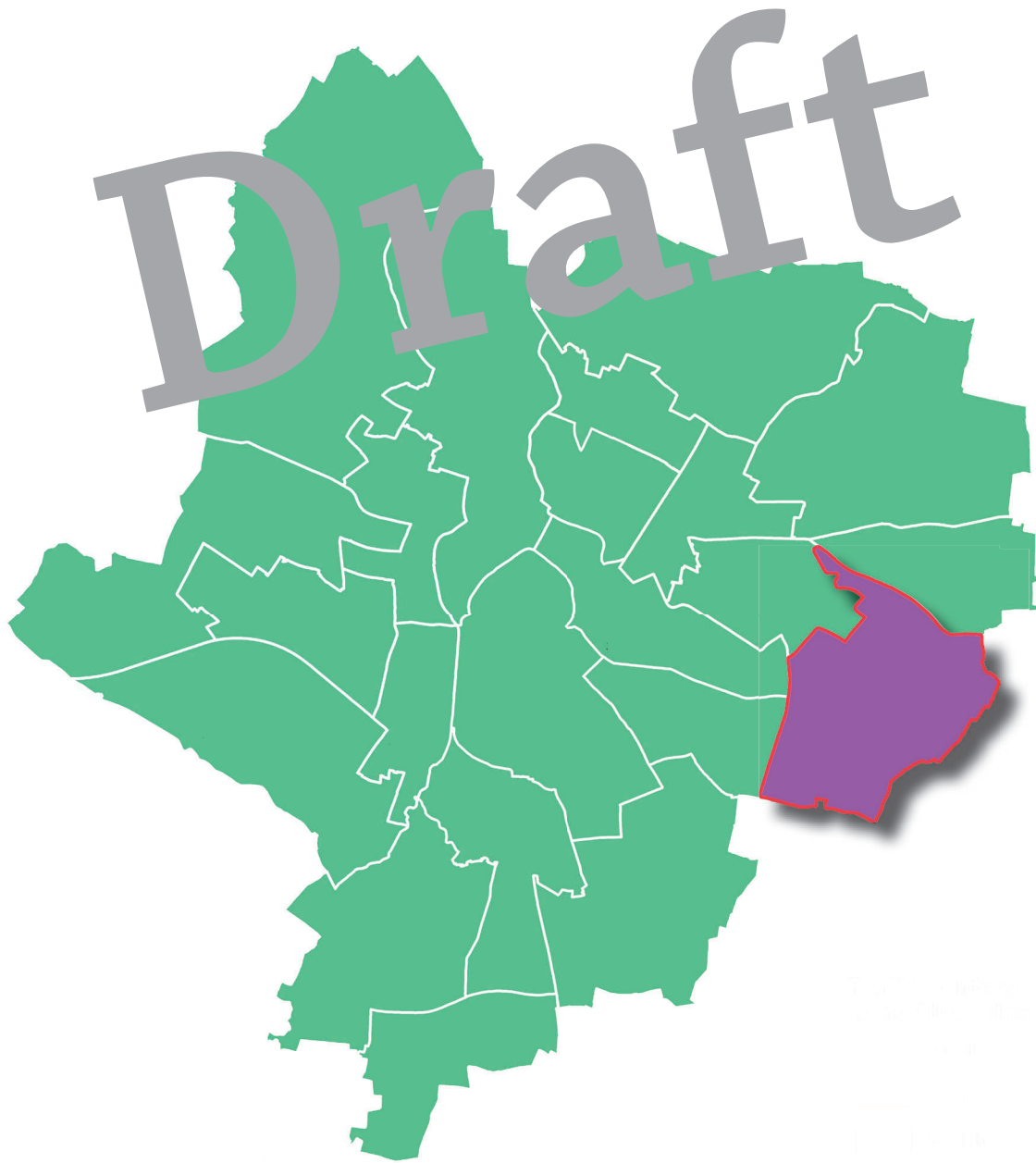**9. Is this a "key decision"?**

No

# Leicester City Council
# Councillor Guide

- ward community meetings
- ward community budgets
- community engagement

Cllr Deepak Bajaj, Labour
Cllr Baljit Singh, Labour

## Evington

Draft

Leicester
City Council

# Introduction

**Purpose of this guide**

This handbook has been designed to provide ward councillors with an overview of the basics of planning and managing ward community meetings. It also offers advice and guidance on ward community budgets.

Additionally, there is clarification on the roles and responsibilities of councillors, partners and officers in relation to ward community meetings.

There is also a section on communications and training, which has been designed to help you make the most of internal resources.

This handbook is part of the ward community meeting improvement project, the overall objective of which is to encourage effective and non-bureaucratic local engagement between ward councillors, key services and local residents.

One of the core elements of this objective is to make ward community meetings less formal and more accessible to members of the public.

Councillors should note that this handbook is intended as a guide only and that all suggestions and advice can be tailored to suit the needs and aspirations of individual councillors and wards.

## Evington population overview (December 2012)

Number of residents in ward: 11,850

Number of households in ward: 4,372

| Social groups | | % |
|---|---|---|
| A | Middle income families living in moderate suburban semis | 27 |
| B | Residents with sufficient incomes in right-to-buy social housing | 14 |
| C | Long term residents with strong local roots | 13 |
| D | Owner occupiers in older-style housing | 12 |
| E | Successful professionals in suburban or semi-rural homes | 12 |
| F | Active elderly people in retirement locations | 6 |
| G | Couples and young singles in starter homes | 4 |
| H | Elderly people reliant on state support | 4 |
| I | Wealthy people living in sought after neighbourhoods | 3 |
| J | Families in low-rise social housing with high levels of benefit need | 3 |
| K | Young, well-educated city dwellers | 2 |

# Contents                                                                              Page

# Ward community meetings

## Purpose

Ward community meetings inform residents and community groups about relevant issues and help gain feedback about what is happening in the area. Everyone is welcome at ward community meetings.

They are informal events and although they have no decision making powers they provide an opportunity for residents to meet councillors, officers and people from other organisations to help shape and improve local neighbourhoods.

As a ward councillor, you are able to determine how individual meetings are run. This guide sets out general principles and provides a few ideas for you to consider.

The ward meetings provide opportunities for consultation, two way communication and problem solving. They are an ideal way for council and other public services to seek resident and service users' ideas and feedback.

## Planning and promotion

To ensure effective promotion of ward community meetings it would be helpful if dates and times are confirmed at the beginning of the municipal year.

Information will be posted online on the council's website and also on posters that will be displayed in key locations throughout all city wards.

## Attendance

The meetings are chaired by a ward councillor and supported by officers and external partners (chairing arrangements are usually agreed in advance between ward councillors). Typically, this would include:

- Democratic service officers
- City wardens
- Housing officers
- Highways and transport officers
- The Police and others as appropriate.

## Preparation for the meetings

Agenda items will have been decided in advance of the ward meeting itself, with ward councillors being informed of any late amendments or additions by a democratic services officer or the lead officer responsible for ward community meetings (see page 7).

## Format options

There are various options available for meeting layouts, which can be tailored to suit individual wards and venues.

Traditionally, this would involve a top table for councillors and officers, with either a cafe, theatre or boardroom style layout 'on the floor' for members of the public.

However, you also have the option of using less formal seating arrangements (i.e. with councillors and officers 'on the floor' with members of the public rather than on the traditional top table).

Obviously, seating arrangements would depend on limitations of the room and seating and table options on the day.

See Appendix A (page 14)

## Action logs

Action logs capture issues raised at the meeting and are taken by a democratic services officer and distributed after the meeting to those in attendance.

An allocated officer will be responsible for following up on any actions, with progress relating to the issue appearing on the next ward community meeting's agenda.

Action logs, along with the dates and venues for future ward community meetings, will be published on the council's website at www.leicester.gov.uk/communitymeetings

# Ward community meetings

### Venues

It's important to choose a venue that is DDA (Disability Discrimination Act) compliant to ensure that it is accessible to everyone. The venue should also be easy to reach (on a bus route ideally) and large enough to accommodate your audience.

### Conduct guidance

A3 posters promoting conduct guidance are available for display at ward community meetings. See Appendix B (page 15)

### Post evaluation

Councillors, officers and residents are encouraged to fill in a simple evaluation form so that the meeting can be reviewed and improvements made as necessary.

These can be handed in at the end of the meeting or completed online at:

- http://insite/wcmproject (councillors and officers)
- www.leicester.gov.uk/wcm (members of the public)

# Patch / community walks

Patch walks give residents the opportunity to become involved with the improvement of their local area. They can be used to either supplement or replace ward community meetings.

They also provide you with an opportunity to see issues as residents see them, hearing at first hand ideas for improvement whilst getting advice and suggestions from the police, grounds maintenance staff, etc.

Depending on the size of your ward, it may be necessary to conduct several different walks to cover the whole ward.

Plan the walk well in advance, and promote the event locally to ensure residents are aware of the route and timings. Involve partners, local council staff and residents.

Consider including a visit to local facilities (library, youth club, sports centre, community centre, residents' association, etc).

There is also the potential to include an Action Day as part of the community walk, with housing staff, city wardens and local residents taking part in a publicised graffiti removal / estate cleaning exercise.

Above all, remember that this is about taking the ward community meeting to residents, rather than asking them to come to you, so it's important to be flexible.

### Actions

During the patch walk, it is helpful to have an officer to take notes on any concerns raised and ensure that appropriate action is taken to resolve them.

# Community budgets

Each ward has funding that can be awarded to support local people, community groups and organisations in delivering projects that benefit the local community.

Applicants complete a funding application form (available on the council website). This information enables you to decide if you wish to support the bid. Extra information can be requested from applicants and you may wish to ask them to attend a ward community meeting to discuss or present their bid.

All ward meeting applications and decisions on applications must be recorded in public. This is achieved either through a record of a ward community meeting (minutes or action notes) or through on-line publication of applications and decisions made.

It is important that funding is spent throughout the year to avoid large carry forwards and/or loss of funding.

See Appendix C and D (pages 16/17)

# Councillors

A few key tasks you should consider in relation to your ward community meeting:

**Planning the meeting**

● Identify and agree at least four ward meeting dates for the financial year

● Develop and suggest appropriate agenda items and encourage officers, key partners and stakeholders to submit potential topics

● Discuss the logistics of potential venues and room layout with your democratic services officer

● Arrange for a pre-agenda meeting to discuss the action log of the previous meeting, new agenda items and budget bids. This will determine which council officers need to attend the meeting to present reports, provide advice or feedback, etc.

● Consider and request the attendance of all relevant external speakers or stakeholders

● Discuss options for publicity and marketing of the meetings with the communications team

● Ensure printed publicity material is distributed with your ward

● Promote the community budget scheme and consider and approve funding bids in line with criteria

**Post ward community meeting**

● Liaise with the democratic services officer and/or community engagement officer to ensure that items discussed at the meeting were accurately recorded on the action log and that they are followed through in a timely manner for reporting back to the next ward meeting

● Ensure that any issues you personally volunteered to undertake are dealt with adequately

● Request the democratic services officer to arrange a debriefing session with relevant officers/stakeholders if required

● Liaise with the community engagement officer about any issues or concerns raised at the meeting

# Senior council officers

All directors are encouraged to attend and observe ward community meetings on occasion to ensure that ward councillors are adequately supported via front-line service officers and to maintain an overview of issues arising at ward level.

The senior management structure chart can be be downloaded at: www.leicester.gov.uk/seniormanagementteam

For further information on council structure, see Appendix E (page 18)

# Local partnerships

The council works extensively with a number of external organisations and groups in partnerships that help the council deliver improved services for the people of Leicester.

An overarching partnership is the City Partnership Board which is chaired by the city mayor. Membership includes partner organisations from the public, private and voluntary sectors.

Further information can be found at: leicester.gov.uk/citypartnership

Another example of good partnership working is the Joint Action Groups (JAGs) which are community level multi-agency forums that deal with community safety issues.

Working within JAGs, elected Members play a valuable role in being part of the problem-solving process for local community safety concerns.

See Appendix F (page 18)

# Officer support

This section provides brief details of the key roles of the democratic services officer and the community engagement officer for ward community meetings.

These officers will work with you to ensure your meetings run smoothly, and ensure that decisions are recorded and acted on.

They will also advise you on:

- How the meeting fits within the council's processes
- What works in other areas in terms of successful meetings

- Procedures that should be followed
- Who the most appropriate officers and partners are to get things done

Both officers work closely together and often will share a task if time is an issue to ensure the meeting is a success.

The key difference between the two roles is that the democratic services officer's main focus is the processes for the meeting itself, whilst the community engagement officer concentrates on ensuring that agreed actions are implemented and that grant applications are processed correctly.

## Democratic services officers

Democratic services officers perform the duties of a committee clerk for the meeting. However, at a ward community meeting their role is much wider than for formal meetings of the council. Their key roles include:

- Being your main adviser on how the meeting should operate

- Advising you of the normal cycle for meetings and helping you find dates for meetings

- Arranging agenda meetings where you decide what you want to include on the agenda

- Making arrangements for the main meeting, (booking venues and arranging refreshments, etc)

- Helping to ensure the whole community is able to access the meeting

- Discussing how you would like the meeting room set out and making sure this happens

- Preparing and distributing the paperwork for both the main and agenda meetings

- Preparing the action log for the meeting recording what was agreed, and assisting the community engagement officer to follow up actions, etc.

- Advising on procedure at the meeting

## Community engagement officer

This role is unique to ward community meetings and recognises that you may wish to receive support in planning and directing the work of your meeting and making sure that any action agreed is taken. Their key roles include:

- Liaison with partners and council officers to ensure they participate in meetings as needed

- Provide advice on possible agenda items

- Advising you on communicating the work of the meeting and arrangements for forthcoming meetings, including ensuring that electronic publicity material is distributed

- Advising and updating you on community meeting best practice across the city and in other areas

- Assisting you in ensuring that your ward community budget is spent in a transparent way that benefits the community and that payments are made in timely manner and conform to the council's financial rules

- Ensuring that you and the meeting are kept up to date on progress on previously agreed actions

- Ensuring that decisions are followed up, acted upon and reported back to you and the meeting.

7

# Communications / marketing

Making communications accessible does not mean that we need to dumb down the information.

The easiest way to improve communications is to use plain English. This applies whatever medium you are using.

The most important thing to think about is your audience and how they prefer to receive information and communicate their views and opinions.

The marketing and communications team are able to provide advice and guidance on how to promote and publicise projects and events within your ward.

See Appendix G (pages 19-20) for a brief overview of the different marketing and communication channels that are available to you.

Please contact the marketing and communications team for advice and guidance. See page 16 for contact details.

# Training and development

The city council's corporate workforce development team offer a range of training options to councillors to help develop their skills in the following areas:

- Chairing meetings / engaging with others
- Collaborative working
- Analysis / handling data / performance management / policy development
- Self awareness/ improvement

The corporate workforce development team also offer a series of online courses entitled Modern Councillor.

Contact the corporate workforce development team for advice and further information.

Tel: 0116 252 7095 (29 7095), email: corporateworkforcedevelopment@leicester.gov.uk

See Appendix H (page 21)

**Parliamentary constituences**

- Leicester West
- Leicester East
- Leicester South

Beaumont Leys

Abbey

Rushey Mead

Belgrave

Humberstone & Hamilton

Latimer

New Parks

Fosse

Charnwood

Thurncourt

Western Park

Coleman

Spinney Hills

Evington

Westcotes

Castle

Stoneygate

Braunstone Park & Rowley Fields

Freemen

Aylestone

Knighton

Eyres Monsell
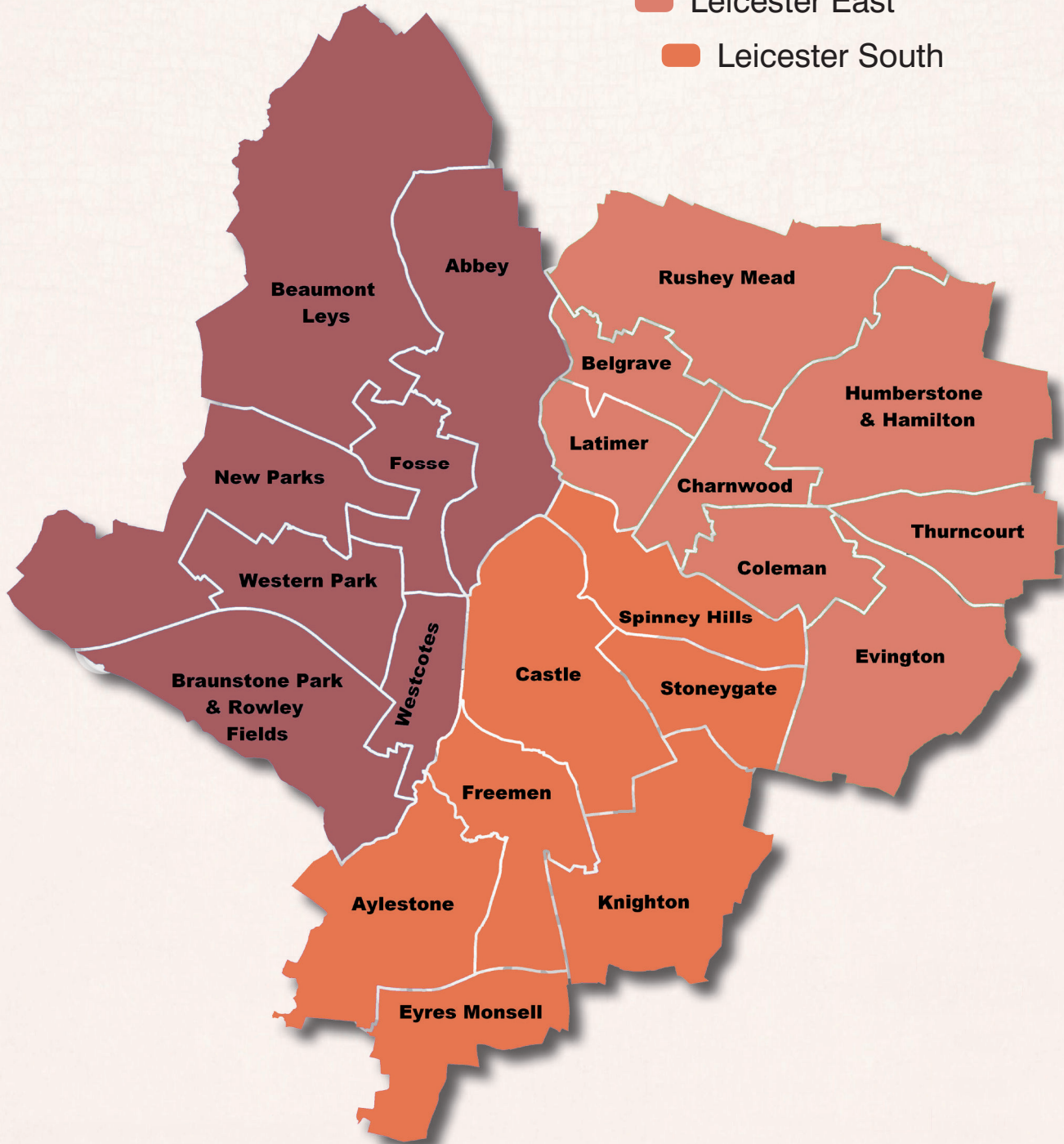
# Useful links

### External

| | |
|---|---|
| Leicester city council | leicester.gov.uk |
| Ward community meetings | leicester.gov.uk/communitymeetings |
| Council consultations | www.leicester.gov.uk/consultations |
| Senior management team | leicester.gov.uk/seniormanagementteam |
| City mayor | citymayor.leicester.gov.uk |
| Visit Leicester | leicester.gov.uk/visitleicester |
| Electoral commission | electoralcommission.org.uk |
| Gov.uk | gov.uk |
| Police and crime commissioners | leics-pcc.org |
| Leicestershire police | leics.police.uk |
| Police (local crime stats, contacts, etc) | police.uk |

### Internal

To access the intranet from an external, non-council computer, you will need to log in at: https://portal.leicester.gov.uk

| | |
|---|---|
| Insite | http://insite |
| Marketing and communications | http://insite/candm |
| Corporate identity guidelines | http://insite/corporateidentity |
| Senior management structure chart | http://insite/seniormanagement |
| Corporate training | http://insite/corporatetraining |

# Key contacts

**Automated switchboard**

To be used when you know the name of the person you want to speak to
0116 252 6030 (29 6030)

**Communications**

Communications and digital media team
B7, New Walk Centre
Tel: 0116 454 4169 (37 4169)
Email: face@leicester.gov.uk
Web: http://insite/communications

**Community engagement officer**

Angela Martin
B6, New Walk Centre
Tel 0116 252 6015 (29 6015)
Email: angela.martin@leicester.gov.uk

**Democratic services**

Democratic services officers
Town Hall
Tel: 0116 229 8855 (29 8855)
Email: members.services@leicester.gov.uk
Web: http://insite/democraticservices

**IT / computer support services**

IT support centre
Tel: 0116 252 8888 (29 8888)
Email: it-support-centre@leicester.gov.uk
Web: http://insite/ictsupportcentre

**Marketing and promotions**

Marketing and brand management team
A12, New Walk Centre
Tel: 0116 252 7335 (29 7335)
Email: LCC-marketing@leicester.gov.uk
Web: http://insite/marketing

**Press desk**

Communications and digital media team
B7, New Walk Centre
Tel: 0116 252 6398 (29 6398)
Email: pressdesk@leicester.gov.uk
Web: http://insite/communications

**Training and development**

Corporate workforce development team
A7, New Walk Centre
Tel: 0116 252 7094 (29 7094)
Email: corporateworkforcedevelopment@
leicester.gov.uk
Web: http://insite/corporatetraining

**Website and social media**

Communications and digital media team
B7, New Walk Centre
Tel: 0116 252 6098 (29 6098)
Email: digitalmedia@leicester.gov.uk
Web: http://insite/digitalmedia

# Local ward information

## Council facilities / offices

| | |
|---|---|
| Evington Library, 200 Evington Lane, LE5 6DH | 0116 221 1286 |
| North Evington SureStart, 315 Gwendolen Road, LE5 5FP | 0116 292 4556 |
| Evington Leisure Centre, Downing Drive, LE5 6LP | 0116 299 5575 |
| Evington Park House, Cordery Rd, The Common, LE5 6DE | 0116 273 7726 |

## Local schools

| | |
|---|---|
| Ash Field Academy Trust, Broad Avenue, LE5 4PY | 0116 273 7151 |
| City Of Leicester College, Downing Drive, LE5 6LN | 0116 241 3984 |
| Judgemeadow Community College, Marydene Drive, LE5 6HP | 0116 241 7580 |
| Krishna Avanti Primary School, Spencefield Lane, LE5 6HN | 07812 586 790 |
| Linden Primary School, Headland Road, LE5 6AD | 0116 273 8435 |
| Oaklands School, Whitehall Road, LE5 6GJ | 0116 241 5921 |
| St Pauls Catholic School, Spencefield Lane, LE5 6HN | 0116 241 4057 |
| Whitehall Primary School, Whitehall Road, LE5 6GJ | 0116 241 3087 |

## Potential ward community meeting venues *

| | |
|---|---|
| Judgemeadow Community College, Cafe Area, Marydene Drive, LE5 6HP | 0116 241 7580 |
| Evington Park House, Cordery Road, LE5 6DE | 0116 273 7726 |
| St Joseph's Parish, Pastoral Centre, 12 Goodwood Road, LE5 6SG | 0116 241 5159 |
| Leicester General Hospital, Sports and Social Club, Gwendolen Road, LE5 4PW | |

* Please note, these are venues that have been used for previous ward
  community meetings. Other venues are also available within the ward.

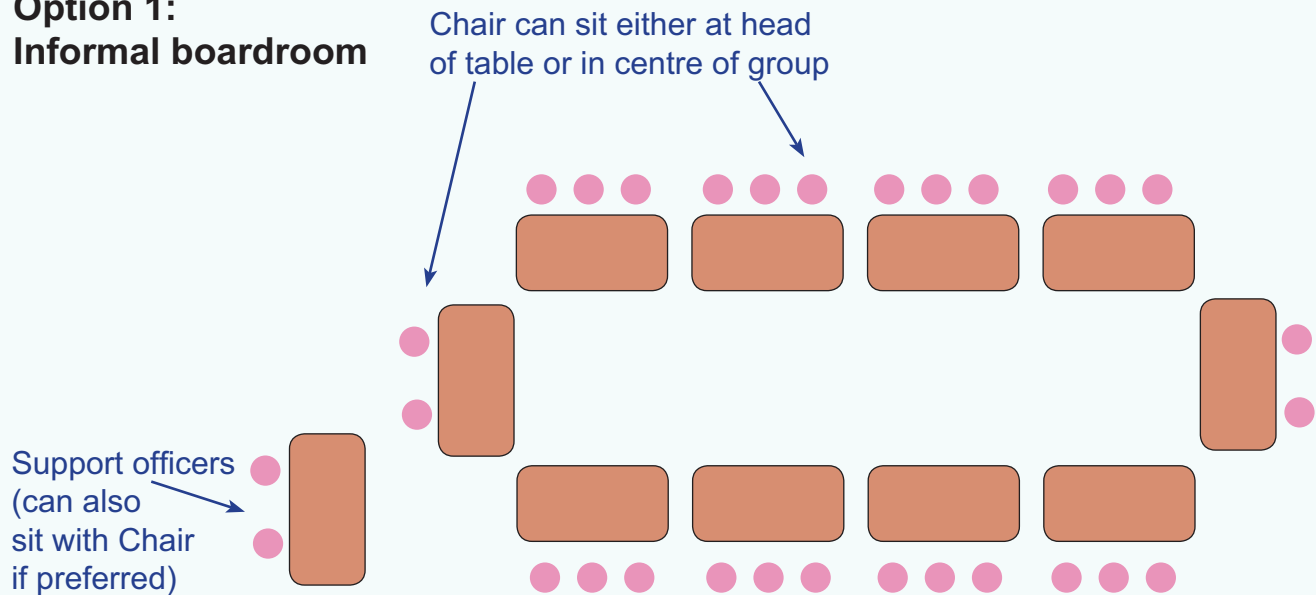# Appendix contents                                                Page

# Appendix A     Ward community meetings

You have the option of allocating 15 to 30 minutes prior to the meeting for residents, councillors and officers to network, or for the meeting to host an 'information fair' where stalls can be set up to display presentations.
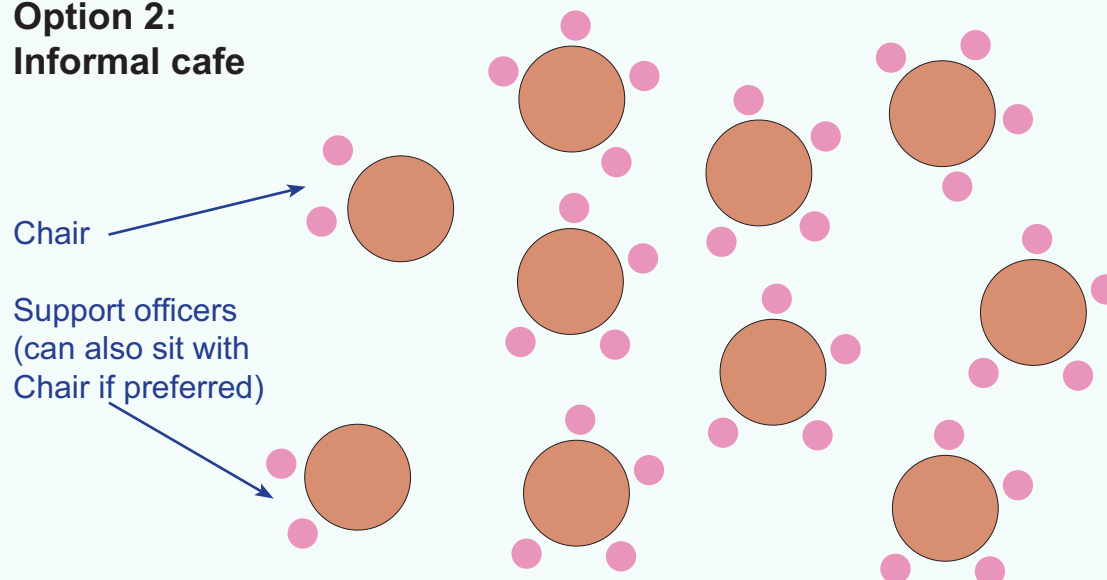
You also have the option of arranging a community 'patch walk' in place of a formal ward community meeting if you wish (see page 5).

## Possible alternative room layouts for ward community meetings

**Option 1:
Informal boardroom**

Chair can sit either at head of table or in centre of group

Support officers
(can also
sit with Chair
if preferred)

**Option 2:
Informal cafe**

Chair

Support officers
(can also sit with
Chair if preferred)

PLEASE NOTE: these options are suggestions only, and that consideration should be given to the layout of the room and the type of seating and tables available before committing to a specfic seating plan.

# Ward community meetings

## Conduct guidance

In order to ensure the success of today's ward community meeting, everyone attending is kindly asked to comply with the following arrangements:

Respect the views of others

Keep to the agenda

One person speaks at a time

Keep disruption to a minimum (mobile phones on silent and no side discussions)

If anyone does not comply with the guidance, they will be warned that they could be asked to leave the meeting.

*your* community, *your* meeting

Leicester
City Council

# Appendix C    Ward budget funding

## Key principles for Members in considering budget applications

**Members will:**

1) Have responsibility for final decisions on applications under £500. These decisions may be made and signed off on a fast-track basis between meetings where urgency is proved (and recorded as part of minutes/action notes or on the website). All ward councillors must be in agreement for such 'fast track', the only exception being where a ward councillor is not contactable (for example due to holidays or ill health);

2) Applications must have the support of both ward councillors in two member wards, and the majority of councillors in three member wards to be agreed. Where ward councillors cannot come to such an agreement and are in dispute about any bid they must put the application and their views in writing to the assistant city mayor with responsibility for ward community budgets. The assistant city mayor will then take the final decision after taking into account all relevant information. Their decision will be final and there will be no right of appeal.

3) If submitting applications in their own name ward councillors should make sure this is based on evidence of why the project is needed, ensure that the application is discussed at a ward meeting and recorded in the action log of that meeting, and that an evaluation is completed at the end of the project. These applications need to be reviewed and signed off by the assistant city mayor regardless of whether they are above or below £500;

4) Make recommendations to the appropriate assistant city mayor for all applications above £500. This recommendation must come from a majority of ward councillors in three member wards or from both ward councillors in two member wards;

5) Encourage participation in budget discussions by residents at ward meetings, noting that decisions and recommendations remain the preserve of councillors;

6) Ensure recommendations relating to all ward budget applications are publically recorded, for example made at the relevant ward or budget meeting whether the outcome is positive or negative. All recommendations, whether positive or negative will be recorded as part of the minutes/action notes or on the website.

7) Only consider budget applications that have been received at least ten working days before the meeting;

8) Ensure adherence to all applicable council policies and procedures including financial procedure rules and contract procedure rules;

9) Commit funding only up to the amount delegated to the ward meeting each year. Members cannot commit funding from the next financial year;

10) Consider introducing any other criteria at the beginning of the financial year particular to their ward that might not be covered in this guidance. This might include:

a) Ring fencing a percentage of the ward budget to address certain key priorities in the ward for example, services for young people, community safety initiatives

b) Setting an upper threshold for bid amounts to allow as many recipients to be successful as possible

c) Allocating a portion of funding towards publicity and promotion of the ward community meeting and budget.

d) Consider the extent to which they will support repeat activities (such as annual events), possibly noting the importance of financial sustainability and for applicants to not become too dependent on ward budget funding for their project.

# Appendix D     Ward budget funding

**In assessing individual ward budget applications, the following guidelines apply:**

Members **will** not fund:

1) The buying of land or buildings

2) Investment in refurbishment or decoration where future maintenance costs cannot be met

3) Day-to-day staffing costs for an organisation (this does not preclude funding one off staffing costs for events etc)

4) Projects that involve or promote gambling

5) Projects that are asking for funding retrospectively

6) Exclusively religious activity (this does not preclude funding inclusive celebratory activities - eg Christmas or Diwali parties - or funding relating to venues that are available for community use - eg church halls)

7) Activities that could be construed as political (this includes funding lobbying activities and activities intended to influence political decisions - for example campaigns against facility closures)

8) VAT costs where the applicant is VAT registered (ie recoverable VAT)

9) Projects that would require funding to be committed from more than one financial year

10) 'City wide' bids which would be typically characterised by bids which ask for joint funding from more than three wards

● No bids for joint funding from more than three wards are generally put forward to members for consideration as they are deemed not ward/local area specific enough

Members **should** not fund:

1) Applicants who are individuals for grants above £500; these should be for organisations only

2) Applications that do not have an obvious benefit for the ward or local area

3) Projects where the applicant has not returned receipts and evaluation forms for projects previously funded through the ward meeting

4) Projects where funding would displace funding received from other sources. This includes council activities. However where the activities / works are supplementary to the core service delivery or are of such a low priority in terms of planned schemes that they would not be done within the next three years, use of ward budgets will be permissible

5) Applications where they feel that not enough information is being provided by the applicants following requests

6) Employment of anyone in a consultancy capacity outside of the council's normal procedures for the hiring of consultants.

# Appendix E    Roles and responsibilities

## Senior officers

The city council has four departments:

- Adult social care, health and housing
- Children's services
- City development and neighbourhoods
- Corporate resources and support

Each department is headed up by a strategic director who is responsible for overseeing the strategic direction and priorities of the department, for managing resources across the department and for ensuring delivery against corporate priorities.

Strategic directors have overall accountability for service performance and delivery.

Within each department are a number of divisions each headed up by a divisional director.

The divisional directors are responsible for operational management, including staff and budgetary management across a range of services and they are supported by heads of service to do this.

Normally, local issues can be dealt with effectively by staff working in the local area as outlined earlier in this section.

However if you have a particularly difficult or contentious issue in your ward arising through the ward community meeting process you may want to contact the relevant head of service or divisional director for advice and guidance.

All directors are encouraged to attend and observe ward community meetings on occasion to ensure that ward councillors are adequately supported via front-line service officers and to maintain an overview of issues arising at ward level.

Further information on the senior management structure can be found at: www.leicester.gov.uk/seniormanagementteam

# Appendix F

## Partnerships - Joint Action Groups

Call Insp Richard Toone on 101 for further information and dates/times of meetings

| JAG | Beaumont Leys | Hinckley Road | Keyham Lane |
|-----|---------------|---------------|-------------|
| wards covered | Abbey<br>Beaumont Leys<br>New Parks | Braunstone Park /<br>Rowley Fields<br>Fosse<br>Westcotes<br>Western park | Belgrave<br>Charnwood<br>Humberstone /<br>Hamilton<br>Latimer<br>Rushey Mead |

| JAG | Mansfield House | Spinney Hill | Welford Road |
|-----|-----------------|--------------|--------------|
| wards covered | Castle | Coleman<br>Evington<br>Spinney Hill<br>Stoneygate<br>Thurncourt | Aylestone<br>Eyres Monsell<br>Freeman<br>Knighton |

# Appendix G    Communications / marketing

The easiest way to improve communications is to use plain English. This applies whatever medium you are using.

The most important thing to think about is your audience and how they prefer to receive information and communicate their views and opinions. Options include:

## Local media

This includes local newsletters, community radio, city-wide publications such as the Mercury, and regional TV and radio.

It is usually best to contact these organisations yourself if you wish to promote a particular project or event (the marketing and communications team can provide advice and guidance).

The promotion of ward community meetings is part of a corporate plan to encourage increased attendance at meetings across the city. However, as a councillor, you should continue to promote these meetings at a local level whenever possible.

Details of all ward community meetings are published in Link magazine, which is distributed quarterly to every household in the city. Link is produced by the marketing and communications team.

## Posters and flyers

Posters and flyers are useful tools for promoting local events such as ward community meetings. A standard template design has been produced to help minimise costs and create a recognisable brand.

Please note that although the marketing and communications team is responsible for the production and update of posters and flyers promoting ward community meetings, distribution of this material is the responsibility of councillors.

The marketing and communications team can also assist and advise on posters, flyers and other promotional material for other events or projects that may be occurring within individual wards.

## Face to face / community groups

Many residents prefer face to face communication with councillors and council staff. This can either be on a one-to-one basis or as part of a community group.

It is worth asking local community groups if they would like a councillor (or councillors) to attend their meetings on either a regular or occasional basis, chiefly to allow residents to express views and/or concerns, but also to enable you to provide an update on what's happening in the ward.

It's worth mentioning that this informal method of meeting local groups could be used as an alternative to formal ward community meetings, though one would need to consider the issue of accessibility and inclusion as community group meetings tend to attract niche audiences with specific interests or agendas.

## Mailshots

Mailshots are an effective way of distributing letters, flyers, information packs, etc to a large number of households within a particular area.

They are relatively inexpensive and can easily be tailored to reach specific geographical areas. The only downside of mailshots is that people often treat this type of material as junk mail and bin it immediately.

Aside from the design and print of leaflets, flyers, etc, the only other cost would be for distribution (approx. £50 per 1,000 households).

Design, print and distribution can be arranged by the marketing and brand management team (see page 16). Ward community budgets can be used to cover the cost of this.

# Appendix G    Communications / marketing

## Interactive TV

Looking Local is an interactive service that enables people to access a range of council services through their TV or mobile phone.

Councillor details can be found on the system, along with information about ward community meetings.

## The internet

Details of ward community meetings are recorded on the council's website

(www.leicester.gov.uk/communitymeetings). Promotional web banners on various Leicester City Council website homepages are used to direct visitors to this information.

You should also consider using local web-based community facilities such as Citizen's Eye (www.citizenseye.org) who's core function is to help promote local community based events and projects.

## Emails and databases

Depending on the demographics of your ward, it may be worth offering residents and local community groups the opportunity to sign up for email updates on ward community meetings.

This would involve extending existing databases of interested individuals and groups. This database can be used to send information, invites and updates relating to ward community meetings and other ward-specific events and projects.

The marketing and communications team can advise on the logistics of creating and managing electronic databases.

## Social media

Social media is essentially any form of electronic communication that enables individuals and organisations to exchange views and information.

Continued interaction is a key element of social media, as it enables users to engage in extended, open-ended communication and discourse.

The most commonly used social media tools are Twitter, Facebook and YouTube, though there are a myriad of other products available, the vast majority of which are free to access and use.

A few things to consider before setting up a social media account:

■ They should be used regularly, as irregular usage inevitably results in a loss of interest

■ You need to understand codes of conduct and general etiquette for the different mediums

■ Beware trolls – in social media circles, a troll is someone who posts inflammatory, aggressive or abusive comments in order to provoke an emotional response. The general guidance with trolls is to never respond to their comments, as it's more than likely this will lead to further abusive behaviour.

We recommend you seek advice and guidance from the digital media team before setting up a social media account, as they will be able to help you get the best from whichever system(s) you use.

## Leicester City Council branding

The council logo should only be used in accordance with set guidelines (see http://insite/corporateidentity).

All promotional material (posters, flyers, etc) using the Leicester City Council cinquefoil logo should be approved by the marketing and communications team prior to printing and distribution.

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# Appendix H    Training and development

As a councillor, you are often expected to possess in-depth knowledge and understanding of a wide range of issues and subjects. This can be a daunting experience, particularly if you are new to the role.

Added to this is the high level of skill needed in areas as diverse as running meetings, assessing budgets, public speaking and championing council priorities.

To help you develop the necessary skills required to be a successful and effective councillor, the corporate workforce development team and member's services offer a range of training and professional development options:

- A comprehensive induction programme that spans basic areas of knowledge such as speaking and participating in council, safeguarding and ICT essentials

- Identification of individual learning needs and the creation of an individual development plan reviewed on an annual basis

- One-to-one coaching with qualified coaches providing confidential support to develop skills and confidence

- Access to a range of shared learning opportunities:

  - Legislation and update sessions such as licencing and property policy briefing sessions

  - In-house briefings / workshops delivered by officers

  - Written learning materials (briefing notes)

  - Skills development sessions delivered by both internal and external providers

  - Library with related resources

## Modern councillor

There are also a series of online courses entitled 'Modern Councillor' available through the City Learning Pool.

These courses have been designed to provide engaging online learning through a suite of interactive e-learning modules, listed under four sub-headings:

- Induction
- Media
- Legislation
- Community

Further details of how to obtain training are available from the corporate workforce development team on 0116 252 7095 (29 7095) or email: corporateworkforcedevelopment@leicester.gov.uk

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# Notes

# Notes

**NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION**
**DRAFT WORK PROGRAMME 2013/14**

| Meeting | Meeting Items | Lead Officer | Actions Agreed |
|---|---|---|---|
| **Agenda Meeting – Thursday 16<sup>th</sup> May 2013 at 4.30pm** | | | |
| **Tues 4th June 2013 at 5.30pm** | - Community Involvement Portfolio | - Miranda Cannon | |
| | - Neighbourhood Services Portfolio | - Liz Blyth | |
| | - City Mayor's Delivery Plan | - Miranda Cannon | Agreed to add certain targets identified to the commission's work programme. The work programme to be updated accordingly. |
| | - Community Services Fees & Charges Scheme | - Steve Goddard | Agreed the amendments to simplify the scheme in principle but requested that the consultation findings and the EIA come to a special meeting in August. |
| **Agenda Meeting – Tuesday 18th June 2013 at 10.00am** | | | |
| **Thurs 4th July 2013 at 5.30pm** | - Household Waste and Recycling Centre | - Adrian Russell | Agreed the location of the new centre. Requested for the result of re-use pilot to come back in November or December. |
| | - Ward Community Meetings Pilot Scheme | - Miranda Cannon/ Grace Smith | Recommended that greater engagement is done with Members for the 2<sup>nd</sup> phase of the pilot including formal feedback from pilot ward councillors. Commission members will agree what else to consider for future meetings. |
| | - Transforming Neighbourhood Services | - Liz Blyth | Agreed that scrutiny should be included in the timeline before the 3 month consultation and after. |
| | - Access Control | - Liz Blyth/ Steve Goddard | Agreed the roll out of the scheme and to continue to monitor its progress. |
| **Agenda Meeting – Tuesday 6<sup>th</sup> August 2013 at 10.30am** | | | |
| **Special Mtg – Tues 20<sup>th</sup> August at 5.30pm** | - Community Centres Charging Scheme | - Liz Blyth/ Steve Goddard | Several recommendations were made by the commission to the Executive with agreement of a response to be received at the next meeting. It was also agreed to have an update and impact assessment of the changes in six months' time. |
| | - Move of Customer Service Centre | - Jill Craig | Agreed to arrange a visit for commission member to the new centre once it opens. |
| | - City Warden Service | - Adrian Russell | An update on progress to come to the commission in six months. |

Appendix D

# NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION
# DRAFT WORK PROGRAMME 2013/14

| Meeting | Meeting Items | Lead Officer | Actions Agreed |
|---|---|---|---|
| **Agenda Meeting – Tuesday 20th August 2013 at 10.30am** | | | |
| **Tues 3rd Sept 2013 at 5.30pm** | - Police & Crime Plan | - Frank Jordan | |
| | - Neighbourhood Policing | - Frank Jordan/ Rob Nixon | An update on progress to come to the commission in six months. |
| | - Citizens Advice Bureau | - Nicola Hobbs/ Helen Child | A report to come back to the Scrutiny Commission in 6 months on progress with the provision of advice in Year 1 of the contract and an outline of the Year 2 proposals. |
| | - Community Services Review | - Steve Goddard | The commission requested that discussions are held with councillors from wards lacking Council operated facilities. |
| | - Transforming Neighbourhood Services | - Liz Blyth | The commission requested to be kept involved of the consultation progress, possibly by way of a Task Group and that an Impact Assessment is reported back around usage of Aylestone Library. |
| | - Ward Community Meetings Pilot Scheme | - Miranda Cannon | The commission to consider a way forward with the project team around the involvement of YP in ward meetings. Officers were asked to consider suggestions put forward by the commission around social media and were asked to report back on their communications matrix. |
| **Agenda Meeting – Tuesday 1st October 2013 at 10.30am** | | | |
| **Thurs 17th Oct 2013 at 5.30pm** | - Noise Control Services | - Adrian Russell | |
| | - Anti-Social Behaviour Team | - Daxa Pancholi | |
| | - Domestic Violence Service | - Daxa Pancholi | Risk factors leading to someone becoming a perpetrator of domestic violence and ward statistics to be circulated to commission members after the meeting. |
| | - Census data analysis | - Miranda Cannon/ Jay Hardman | The second phase of the data collection to be brought back to a future meeting. |

**NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION**
**DRAFT WORK PROGRAMME 2013/14**

| Meeting | Meeting Items | Lead Officer | Actions Agreed |
|---------|---------------|--------------|----------------|
| **Agenda Meeting – Monday 18<sup>th</sup> November 2013 at 4.00pm** | | | |
| **Wed 4<sup>th</sup> Dec 2013 at 5.30pm** | - Community Centres Charging Scheme | - Steve Goddard/ Liz Blyth | |
| | - Transforming Neighbourhood Services | - Liz Blyth | Briefing sessions to be held for ward councillors in future when the Transforming Neighbourhood Services Programme is rolled out into their area. |
| | - Garden Waste Collection Service | - Adrian Russell | Recommendation to roll the scheme out was endorsed by commission members. |
| | - Ward Community Meetings Pilot Scheme | - Miranda Cannon/ Grace Williams | Further information was requested around the aims and objectives of the scheme, evaluation of work done to date and detail of the transitional arrangements for the next meeting. |
| | - Voluntary and Community Sector | - Miranda Cannon | Consultation findings to come back to the commission. |

| Meeting | Meeting Items | Lead Officer | Points to be considered |
|---------|---------------|--------------|-------------------------|
| **Agenda Meeting – Tuesday 17<sup>th</sup> December 2013 at 10.30am** | | | |
| **Tues 7<sup>th</sup> Jan 2014 at 5.30pm** | - Household Waste and Recycling Centre Pilot Scheme (Pass it on scheme) | - Adrian Russell | • Progress of the re-use pilot scheme |
| | - Community Governance | - Steve Goddard/ Liz Blyth | • Information on the 'Getting Involved' scheme<br>• Information on the volunteering scheme<br>• Update on partnership agreements |
| | **Standing Items** | | |
| | - Ward Community Meetings Pilot Scheme | - Miranda Cannon/ Grace Williams | • Update on Councillor Guide<br>• Update on project evaluation and transitional arrangements |

**NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION**
**DRAFT WORK PROGRAMME 2013/14**

| Meeting | Meeting Items | Lead Officer | Points to be considered |
|---|---|---|---|
| **Agenda Meeting – Tuesday 21st January 2014 at 10.30am** | | | |
| **Thurs 6th Feb 2014 at 5.30pm** | - Welfare Reform | - Caroline Jackson | • Neighbourhood profiling and trends and hotspots<br>• Local support services<br>• Use of food banks |
| | - Census data analysis | - Miranda Cannon/ Jay Hardman | • The second phase of the data collection with a breakdown at neighbourhood level. |
| | **Standing Items** | | |
| | - Ward Community Meetings | - Miranda Cannon/ Grace Williams | |
| **Agenda Meeting – Tuesday 25th February 2014 at 10.30am** | | | |
| **Thurs 13th Mar 2014 at 5.30pm** | - Update on Citizens Advice Bureau | - Nicola Hobbs/ Helen Child | • Update on the current figures of cases<br>• Needs analysis<br>• Update on progress of the outreach services<br>• How are the areas for outreach services identified?<br>• Progress on identifying and training 'problem noticers'<br>• Update on the move to new premises<br>• General communications update |
| | - Update on Neighbourhood Policing | - Frank Jordan/ Rob Nixon | • Update on current position<br>• Are there any Key changes to neighbourhood policing? |
| | - Community Centres Charging Scheme | - Liz Blyth/ Steve Goddard | • Six month impact assessment<br>• Cumulative impact of changes/reviews in community services on community centres |
| | - City Warden Service | - Adrian Russell | • Update on progress |
| | **Standing Items** | | |
| | - Transforming Neighbourhood Services | - Liz Blyth | • Update on the findings of the consultation and draft proposals |
| **Agenda Meeting – Tuesday 8th April 2014 at 10.30am** | | | |
| **Tues 22nd Apr 2014 at 5.30pm** | | | |

# NEIGHBOURHOOD SERVICES & COMMUNITY INVOLVEMENT SCRUTINY COMMISSION
## DRAFT WORK PROGRAMME 2013/14

| Future Items | Lead Officer | Items to be considered |
|---|---|---|
| Site visit to the New Customer Service Centre (Jan/Feb 2014) | Jill Craig | • Members of the commission to visit the centre as part of their work to consider the implications of the move. |
| Communications Review | Miranda Cannon | • Scope/objectives of the review<br>• Improvement of the Council website |
| City Mayor's Delivery Plan (June/July 2014) | Miranda Cannon/ Liz Blyth | • Progress of targets in relation neighbourhood services and community involvement |
| Update on Libraries | Adrian Wills | • What events are done in the libraries?<br>• How do the libraries support elderly people?<br>• Is the management system working effectively?<br>• Consider a mystery shopper scheme |
| Council Tax Collection Figures (In consideration with OSC and Housing Scrutiny) | Alison Greenhill/ Caroline Jackson | • Update on current figures/trends |
| Update on Equalities (In consideration with OSC) | Irene Kszyk | • Impact of the Equality and Diversity Strategy<br>• Workforce representation<br>• Equality Impact Assessments and the approach of the Equalities function in influencing strategies to ensure a fair approach to considering our communities and their involvement |