



**Notice of a public  
Decision Session - Executive Member for Culture, Leisure and  
Communities**

**To:** Councillor Smalley  
**Date:** Wednesday, 14 October 2020  
**Time:** 9.30 am  
**Venue:** Remote Meeting

**AGENDA**

**Notice to Members – Post Decision Calling In:**

Members are reminded that, should they wish to call in any item\* on this agenda, notice must be given to Democratic Services by **4:00 pm** on **Friday, 16 October 2020**.

\*With the exception of matters that have been subject of a previous call in, require Full Council approval or are urgent which are not subject to the call-in provisions. Any called in items will be considered by the Customer and Corporate Services Scrutiny Management Committee.

Written representations in respect of items on this agenda should be submitted to Democratic Services by **5.00 pm** on **Monday, 12 October 2020**.

**1. Declarations of Interest**

At this point in the meeting, the Executive Member is asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests
- any disclosable pecuniary interests

which he may have in respect of business on this agenda.

**2. Minutes** (Pages 1 - 6)

To approve the minutes of the Decision Sessions held on 11 August 2020 and 22 September 2020.

**3. Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. Members of the public may speak on agenda items or on matters within the remit of the committee.

Please note that our registration deadlines have changed to 2 working days before the meeting, in order to facilitate the management of public participation at remote meetings. The deadline for registering at this meeting is **5:00pm on Monday, 12 October 2020.**

To register to speak please visit [www.york.gov.uk/AttendCouncilMeetings](http://www.york.gov.uk/AttendCouncilMeetings) to fill in an online registration form. If you have any questions about the registration form or the meeting, please contact the Democracy Officer for the meeting whose details can be found at the foot of this agenda.

**Webcasting of Remote Public Meetings**

Please note that, subject to available resources, this remote public meeting will be webcast including any registered public speakers who have given their permission. The remote public meeting can be viewed live and on demand at [www.york.gov.uk/webcasts](http://www.york.gov.uk/webcasts)

During coronavirus, we've made some changes to how we're running council meetings. See our coronavirus updates ([www.york.gov.uk/COVIDDemocracy](http://www.york.gov.uk/COVIDDemocracy)) for more information on meetings and decisions.

**4. Community Hubs – Post Covid Recovery** (Pages 7 - 16)

This report provides an update on the delivery of Community Hubs and outlines proposals for their use in community recovery following the impact of Covid-19.

## 5. Urgent Business

Any other business which the Executive Member considers urgent under the Local Government Act 1972.

### Democratic Services:

Fiona Young

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For more information about any of the following please contact Democratic Services:

- Registering to speak
- Written Representations
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

**This information can be provided in your own language.**

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

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Meeting	Decision Session - Executive Member for Culture, Leisure & Communities
Date	11 August 2020
Present	Councillor Smalley (Executive Member)

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## **6. Declarations of Interest**

At this point in the meeting, the Executive Member confirmed that he had no personal interests not included on the Register of Interests, nor any prejudicial or disclosable pecuniary interests, to declare in the business of the agenda.

## **7. Minutes**

Resolved: That the minutes of the Decision Session held on 16 March 2020 be approved and then signed by the Executive Member at a later date.

## **8. Public Participation**

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

## **9. York Learning - Strategic / Service Plan 2019/20**

The Executive Member considered a report that set out York Learning's position for the academic year 20/21. The report offered clear areas for development and highlighted areas of provision that continue to grow and demonstrate success. Points of challenge and insecurity were also noted.

The Assistant Director of Communities and Culture along with the Joint Executive Head of Service – York Learning, were in attendance to present the report and respond to questions.

Matters arising during discussion of this item included:

- The service had adapted quickly in response to the challenges in relation to coronavirus sanctions. Learning could no longer be delivered in a classroom face to face environment. There had therefore been a shift towards

providing online learning. Staff, tutors and learners had risen to this challenge.

- It was reported that upcoming job fares were being arranged either online or with appropriate socially distance arrangements.
- Officers had been successful in securing a bid for laptops, tablet and smartphone devices which would be allocated to those experiencing digital exclusion. Officers mentioned a related project to re-condition technical devices to give to those digitally excluded.
- The Executive Member thanked officers for monitoring the potential impact that devolution may have to existing funding streams.
- The Executive Member was pleased to note the continued improvement in success rates in those programmes that were at risk of falling below minimum standards, in particular apprenticeships. The ESFA had been positive about the improvements made since coronavirus sanctions were put in place and had been assured that any previous concerns had been addresses.

Resolved: The Executive Member approved the York Learning Strategic / Service Plan 2019/20.

Reason: To help monitor the service and ensure sound governance arrangement for York Learning Services.

Cllr Smalley, Executive Member  
[The meeting started at 4.30 pm and finished at 4.53 pm].

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Meeting	Decision Session - Executive Member for Culture, Leisure and Communities
Date	22 September 2020
Present	Councillor Smalley (Executive Member)

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#### **4. DECLARATIONS OF INTEREST**

At this point in the meeting, the Executive Member confirmed he had no personal interests not included on the Register of Interests, nor any prejudicial or disclosable pecuniary interest, to declare in the business of the agenda.

#### **5. MINUTES**

Resolved: That the minutes of the Decision Session held on 28 August 2020 be approved and signed by the Executive Member as a correct record.

#### **6. PUBLIC PARTICIPATION**

It was confirmed that there were no registered speakers under the Council's Public Participation Scheme.

#### **7. TOURISM MARKETING - DELIVERING THE AUTUMN SCHEDULE**

The Executive Member considered a report that provided an update on how the Council and Make It York proposed drawing on the tourism marketing budget to work with partners and develop covid-19 safe events and experiences to encourage visitors (including residents) into the city throughout September to December 2020.

The Corporate Director Economy and Place reported that in light of the changes to the alert levels over the last 24 hours, the first recommendation in the report had changed to:

‘Endorse the proposed approach to supporting the City’s Tourism Economy to ensure that the strategy implementation follows the Executive’s agreed approach to the government’s alert levels.’

The Head of Communications explained the background to marketing activities undertaken to date. The Head of Culture, Wellbeing, Communications and Marketing (Make It York - MiY) then gave an overview of how MiY delivered key marketing activities from the council-funded tourism marketing plan. The Assistant Director, Regeneration and Asset Management noted that footfall had returned to 80-90% of the usual levels and she noted the need to be able to respond to government alert levels.

The Executive Member invited the Executive Director of the York Business Improvement District (BID) to give feedback from businesses. The Executive Director reported that 77% of businesses represented by the BID were in the retail and hospitality sector. He congratulated the partnerships in the city and noted that York had performed relatively well compared to other cities during COVID-19. The feedback from businesses was that footfall was down and he was hopeful that the momentum of people visiting the city would continue through autumn from September through to Christmas.

The Executive Member thanked York BID and its partners for their work. He then invited comments from the MiY Managing Director who noted that York has felt safe and busy and that key players had done a good job of getting key message out. He added that the longer term future looked positive and he thanked the Head of Communications (CYC) and Head of Culture, Wellbeing, Communications and Marketing (MiY) for delivering the strategy and he endorsed the recommendations.

The Executive Member thanked partners for their work and acknowledged the work that had gone into the tourism marketing plan. He welcomed suggestions from residents and urged them to put their suggestions forward to MiY, CYC and the York BID.

He then:

Resolved:



1. That endorsement be given to the approach to supporting the City's Tourism Economy to ensure that the strategy implementation follows the Executive's agreed approach to the government's alert levels.
2. That approval be given to the outline event and experience programme and delegate to the Corporate Director of Economy and Place agreement of scope to deliver the proposed events programme.
3. That approval be given to the use of the remaining £34,500 budget from the Leeds City Region business rates pilot funded York Narrative project to supplement the marketing strategy budget to fund the programme of events and experiences and delegate to the Corporate Director of Economy and Place the final allocation of funding and budget.

Reasons:

1. To support the City's tourism industry in the important pre-Christmas period to provide visibility and transparency as to the allocation of budget and activity by the Council and Make It York for Tourism support.
2. Funding provided by the council for the tourism marketing plan will deliver a series of themed events and experiences delivered by partners.

Cllr Smalley, Executive Member

[The meeting started at 4.00 pm and finished at 4.26 pm].

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**Decision Session - Executive Member for  
Culture, Leisure and Communities**

14 October 2020

Report of the Corporate Director Children, Education and Communities  
Portfolio of the Executive Member for Culture, Leisure and Communities

**Community Hubs – Post Covid Recovery****Summary**

1. This paper updates the Executive Member on the delivery of Community Hubs and outlines proposals for their use in community recovery following the impact of Covid-19.

**Recommendations**

2. The Executive Member is asked to consider the proposals and to approve:
  - the community action focused model set out in paragraphs 7 and following
  - the resource allocations set out in paragraph 21

Reason: To continue to move forward with development and delivery of a network of Community Hubs.

**Background**

3. In November 2019 the Executive Member for Culture, Leisure and Communities agreed an approach to supporting community venues to develop their respective offers as community hubs.
4. It was agreed that a “Good Place Network” be developed for York, which all community venues will be invited to join, with opportunities for peer support and sharing best practice as well as a ‘York Community Hubs’ accreditation scheme. A development programme was also agreed focussing on the potential for hubs to address:
  - Food Poverty

- Child Poverty
  - Support for families/early help
  - Health and Wellbeing
  - Enterprise and Access to work
  - Skills development
  - Equality of access to services
5. Since that meeting, and the outbreak of Covid-19, the Council has operated a network of hubs (accessible to volunteers, but not open to the public) to coordinate volunteer activity and distribution of essential supplies to those residents who needed support.
6. In June 2020 a paper was taken to the Executive to consider how CYC could best support York's recovery from the impact of Covid. A key strand of this focused on a community-based approach, centred on Community Hubs. It was agreed that detailed proposals would be brought back to the Executive Member.

### **Recovery Phase – A Community Action Focused Model**

7. In this phase hubs will be maintained in their current form to continue to provide support to those who need it. We anticipate this to be a mix of those who have previously been shielding, those experiencing financial difficulties due to furlough/redundancy and families who may previously have accessed drop-in sessions during school holidays.
8. A key element will be to change the Covid-19 helpline into a new Post Covid-19 'Action line'; making the clear transition from an emergency response to a community approach, taking into account fluctuations in national guidance. Whilst people who have Covid-19 or are self-isolating will still need the emergency support, we want to highlight to people that we are now looking at longer term solutions; both for those directly affected by the virus and for those affected by the longer term impacts individually and within the community.
9. This model emphasises a person-centred approach and supports applicants through a crisis and helps build resilience to prevent future crisis. The aspiration of this approach will stop the cycle of crisis and response.

10. This approach and its ambitions dovetail into work currently taking place in Adult and Children's Social Care and Housing, as well as the voluntary sector, which seeks to emphasize preventative, asset based approaches to alleviate crises and reduce demand on high cost services. This alternative support model would achieve this through working more flexibly to support individuals and communities. This would mean less focus on an approach which looks to stabilise crisis, moving the focus to supporting applicants to identify ways to prevent crisis re-occurring and build resilient support networks. The use of family group conferencing methods (which have been highly effective in other areas) would also be developed as part of this initiative – initially linked to the re design of early help in children's services.
11. Community Hubs will work in conjunction with ward teams in each ward to link existing community groups with those that have been formed in support of the COVID response, with the aim of establishing a network of trusted community groups that will provide support to residents; both in the recovery phase and during any future periods of lockdown.
12. As lockdown restrictions continue to ease the hubs will start to build to ensure there is at least one community hub for each ward offering a physical meeting place for local people to come together, and filling in the gaps between existing community venues.
13. Hub managers are currently working to identify those who may benefit from engaging in a local hub long term and starting to interact with them by virtual means such as weekly wellbeing calls and socially distanced doorstep chats.
14. A 'living map' of the city is being produced by Business Intelligence Hub supported by Community Involvement Officers and Local Area Coordinators. This will provide residents with a visual representation of support and community offers available them across each ward.

### **Resident Experience**

15. When residents have Council Tax or rent arrears this will be used as a trigger point for contact as it indicates potential longer term challenges. This will provide a main front door for residents in crisis. Using an integrated assessment will allow applicants to tell their story once and then be considered for support to pay rent, Council

Tax or receive support to meet other needs. This will give a much improved citizen journey from first point of contact with the Council, overall improving the relationship between the Council and communities.

16. Those whose crisis requires immediate attention would potentially be provided with emergency support from York Financial Assistance Scheme, Community Hubs or other crisis services.
17. Investment in benefits and financial advice capacity and the commissioning of Citizens Advice to provide outreach services in the hubs (as detailed below) will further strengthen this approach.

### **An Area Based Approach**

18. Moving forward we intend to bring services together more effectively at community level. This will include those teams, such as Local Area Teams and Local Area Coordinators (LATs and LACs) who currently work on an area basis, as well as services, such as public realm, that have not previously worked in an area-based way, in order to co-ordinate their responses to community need.
19. Hub Managers will facilitate regular meetings between staff working within each area. It is envisaged that the staff who would be involved in this approach, as a minimum, are:
  - Community Involvement Officers/Hub Managers
  - The proposed new Public Realm Area Managers
  - Housing Management Officers
  - Local Area Coordinators
  - Local Area Teams
  - Representatives from Enforcement Teams
  - Representatives from Adult Social Care Community Teams
  - Representatives from Public Health
  - School Effectiveness Service and representatives from York Schools and Academies Board

- Any other areas as requested

Feedback from these meetings would be passed to councillors and ward teams regularly via their Community Involvement Officers, and councillors would be able to use the same mechanism to pass hubs relevant local intelligence.

### **Volunteering Legacy**

20. A further detailed paper on updating the city's volunteering strategy and building on the legacy of volunteering during lock-down will be brought back to the Executive Member in due course following further work with partners. However, a key element of this that it will be beneficial to move forward without delay is the establishment by York CVS of a volunteer centre to help with the recruitment, training and deployment of volunteers, and an allocation of funding to support this is included in this proposal. This will allow York CVS to capitalise on the increased interest shown by residents in volunteering during the crisis. CVS have recently secured £100k of lottery funding to support this work.

### **Resource**

21. It was noted by the Executive that additional staff resources would be required to implement the roll out of community hubs, and that operational budgets for hubs would be required in order to commission activity in them, such as financial inclusion work. The following table outlines proposed resource allocation over the next two financial years:

	<b>20/21</b>	<b>21/22</b>	
Continue the current community hub / food poverty post	N/A	£54,000	Continuation of an existing role currently funded to the end of March 21
A hub co-ordinator post	£18,000	£18,000	
Invest in benefits/financial advice capacity	£10,000		
Funding for a Volunteer Centre (led by York CVS)	£10,000	£30,000	

Commissioning of Citizens Advice York	£20,000		To provide support the hubs model
A Grants and Commissioning fund for cross-city activity in support of vulnerable people	£20,000	£50,000	
<b>Total</b>	<b>£78,000</b>	<b>£152,000</b>	<b>£230,000</b>

22. The Commissioning fund will work in a complementary way to the Ward Funding process and the work of the Financial Inclusion Steering Group and partners. The fund will facilitate the commissioning of work in order to respond to identified gaps; for example food projects addressing 'holiday hunger' could expand their offer into wards with unmet need.

### **Options**

23. It is open to the Executive Member to approve the proposed approach or to suggest an amended approach.

### **Analysis**

24. This initiative has the potential to create improved community facilities for local residents as well as opportunities for residents to take a lead in tackling local issues and developing services.

25. The Community Hubs will continue to act as City of York Council's delivery mechanism for support to vulnerable residents during Covid recovery and any further lockdown measures.

### **Council Plan**

26. This proposal for Community Hubs will contribute to the city's Coronavirus Recovery Plan, building on what we have learned during Covid-19.

27. Supports the Council's vision for community recovery '*To build strong and resilient communities for all, working with residents and with our partners and mobilising the energy and talents of our community organisations, schools and voluntary sector*'.



28. This report also supports the Council's commitment to working with both local residents and with partners to improve York's communities. This initiative will make a particular contribution to the following Council Plan themes:

- Good Health and Wellbeing
- A Better Start for Children and Young People
- Well-paid jobs and an inclusive economy
- Safe Communities and culture for all

### **Implications**

#### **29. Financial**

The total cost of the resource requirement set out at paragraph 20 is £230k over the two financial years 2020/21 & 2021/22. £154k of this can be funded from the council's Emergency Assistance Grant with the remaining £76k being funded by the Hardship Fund.

#### **Human Resources (HR)**

As discussed in paragraph 21 additional staff resource would be required to support this roll out.

#### **Equalities**

A community impact assessment has been completed and the impact on communities so far has been positive. As we move from an emergency response to a recovery model we will continue to consult internally (as per paragraphs 18-19) and with community groups and the VCS to ensure the Community Action Focused Model is as accessible as possible to all. This will be regularly monitored and reported back on.

#### **Legal**

N/A

#### **Crime and Disorder**

N/A

#### **Information Technology (IT)**

N/A

**Property**

Use of community venues will be monitored as we transition from emergency support to a permanent model.

**Risk Management**

- 30. In compliance with the Council’s risk management strategy the main risks that have been identified associated with the proposals contained in this report are those which could lead to the inability to meet business objectives and to deliver services, leading to damage to the Council’s reputation and failure to meet stakeholders’ expectations. The level of risk is assessed as “Low”. This is acceptable but means that regular monitoring is required of the operation of the new arrangements.

**Contact Details**

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**Chief Officer Responsible for the report:**

Amanda Hatton  
Corporate Director Children, Education and Communities

**Report**                      **Date** 1 October 2020  
**Approved** ✓

**Specialist Implications Officer(s)** List information for all Financial:-

Name: Richard Hartle  
Title: Head of Finance: Adults, Children and Education

**Wards Affected:**

All

**For further information please contact the author of the report**

**Background Papers:**

*'Connecting People and Places – A Community Hubs Approach'*

Decision Session of Executive Member for Culture, Leisure & Communities, 22 November 2019

<https://democracy.york.gov.uk/ieListDocuments.aspx?CId=736&MId=11507&Ver=4>

*'City of York Council Recovery and Renewal Strategy' Annex 3*

*'Coronavirus Community Strand'*

Executive, 25 June 2020

<https://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=12293&Ver=4>

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