

LBR Community Hubs Programme Governance

Invitation to Residents & Voluntary and Community Sector Organisations

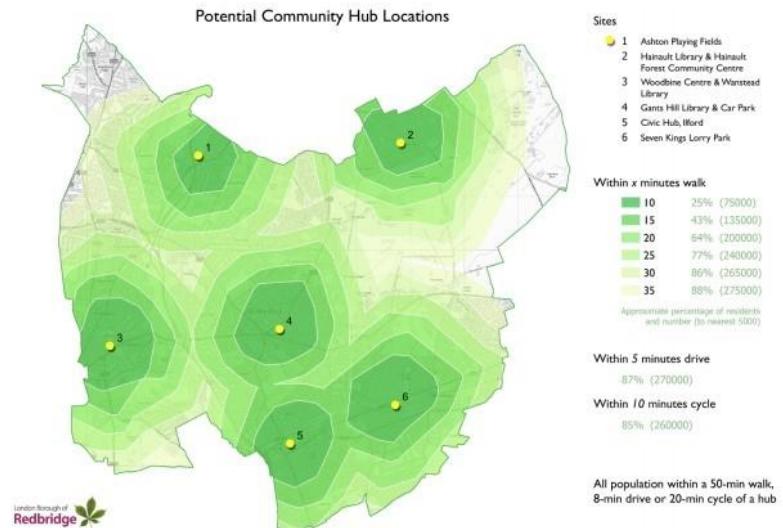
<https://letstalkredbridge.uk.engagementq.com/community-hubs>

Introduction

The Community Hubs programme is an exciting initiative from Redbridge Council working with residents and partners to bring services closer to the community, improve the quality of services and meet local need.

The Hubs will bring together different services across the borough such as libraries, children's services and GPs, and provide a place where residents can come together and run activities.

The Programme aims to deliver five new purpose-built Community Hubs and a central Civic Hub in Ilford.



In line with our commitment to working in partnership, the Council is inviting local residents and voluntary and community sector (VCS) representatives to participate in the Community Hubs Programme through an excellent opportunity to shape the Hubs themselves, to help the Council to work effectively with communities and partners, and to develop new skills and expertise.

What is the opportunity?

Delivery of the Community Hubs programme is overseen by the **Community Hubs Strategic Oversight Board** and the **Community Hubs Programme Board**. We are inviting applications from local residents and from VCS organisations to sit on each of these boards.

The **Strategic Oversight Board** will aim to ensure that the Community Hubs Programme is successfully delivered.

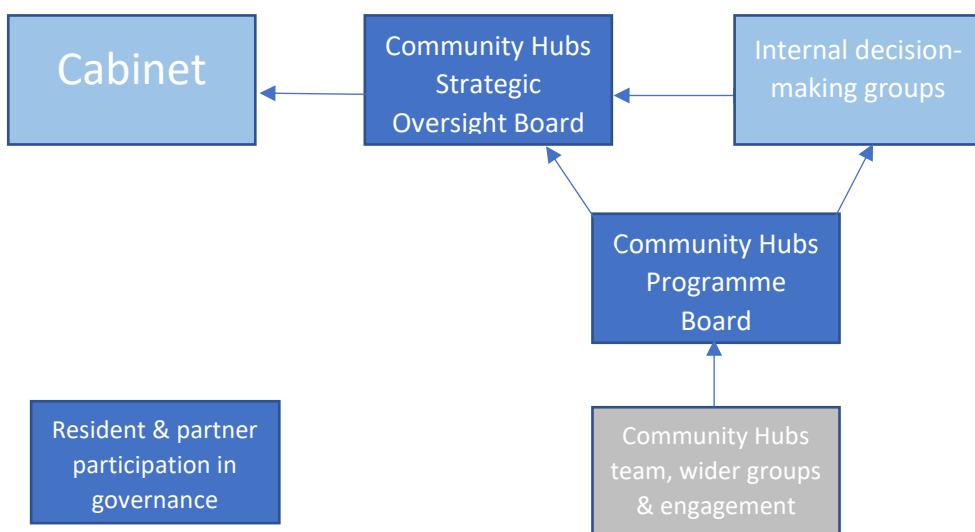
- The board will meet once every three months, with members committing to attend six meetings over a term of 18 months. Including pre-reading, attendance at meetings and follow-up/emails, it is anticipated this will amount to 4-6 days of time.

- We are looking to appoint two resident representatives and one VCS representative (who will be joined by Redbridge Council for Voluntary Services - RCVS) to the board. Members will be supported to participate in the Board (further information about the support available is detailed below).
- Although advisory in nature, the decisions of the Strategic Oversight Board will feed into the Council's wider Cabinet decision-making structures and processes. Performance, membership and approach of the Strategic Oversight Board will be reviewed regularly.

The **Programme Board** will aim to ensure that the Community Hubs Programme is successfully delivered, advising, reviewing and signing off on activity in line with the Programme Plan.

- The board will meet once every two months, with members committing to attend nine meetings over a term of 18 months. Including pre-reading, attendance at meetings and follow-up/emails, it is anticipated this will amount to 4-6 days of time.
- We are looking to appoint two to three resident representatives and at least two VCS representatives to the board. Members will be supported to participate in the Board (further information about the support available is detailed below).
- The decisions of the Programme Board will be in line with the Council's wider Cabinet decision-making structures and processes. Performance, membership and approach of the Strategic Oversight Board will be reviewed regularly.

As the name suggests, the Strategic Oversight Board focuses on delivering the Programme's strategic objectives whereas the Programme Board has a more 'hands on' focus on the development and direct delivery of the programme. Work reviewed at Programme Board level is usually reviewed by the Strategic Oversight Board.



What do we want from you?

You do not need to be an expert in Community Hubs or have previous experience of sitting on governance boards to apply. However, applicants will need to fulfil the following criteria:

- Attend meetings, in-person and/or online.
- Undertake reading before the meetings and follow-up actions from meetings.
- Be committed to the successful delivery of the Community Hubs programme.
- Act in line with the code of conduct and expectations laid out in the relevant Terms of Reference, and to [the Nolan Principles](#).
- Be politically neutral and not aligned with any political party.
- Be a Redbridge resident and/or work for a voluntary and community sector (VCS) organisation based or working in Redbridge to apply.
- Recognise that Community Hubs Programme governance sits within and is subject to wider Council governance and decision-making structures.
- Recognise that the Council may need to make changes to Community Hubs Programme governance, including its membership, and that its decision is final.

How to apply

If you would like to apply for either of these opportunities, please complete [this form](#). If you would like to further information, support in completing the application or would like to speak to someone, please email hubs@redbridge.gov.uk. Applications will be assessed on a rolling basis and the application deadline may be extended if required.

Applications open	Wednesday 2 nd February
Deadline for applications	Midnight, Sunday 20 th February
Shortlisting & interview of applicants	w/c Monday 21 st February
Due diligence & referee checks	w/c Monday 28 th February
Confirmation of board members	w/c Monday 7 th March
Induction/information session	Early March
First meeting	March

How will the application process work?

All applications will be reviewed by the Community Hub Programme team with oversight from the Chair. All applicants will be informed whether they are being invited to interview, or if they have been unsuccessful.

The process requires a minimum number of applications, and the programme reserves the right to not appoint if this threshold is not met, and/or to extend deadlines and/or phases as required.

How will residents be compensated for time on the board?

It is recognised that residents bring valuable expertise and insight, but unlike council staff or representatives from partner organisations, they are not compensated for their time. In processes which require a clear commitment and draw on people's knowledge and skills, the Council has previously compensated residents for their time to enable equitable participation.

Resident representatives will be compensated for their time with a £50 voucher per meeting. These will be not be provided after each meeting but at regular intervals through the term (at 5, 9, 13 and 18 months). Vouchers can only be claimed on the basis of full attendance across all meetings.

Additional expenses may also be covered with agreement from the Programme Director. This could include travel expenses (when meeting in person) or childcare.

Terms of Reference: Community Hubs Strategic Oversight Board

Purpose

These Terms of Reference relate to the Community Hubs Strategic Oversight Board.

The CHSOB will, in line with the Council's decision making process, seek to ensure that the Community Hubs Programme is successfully delivered, approving and signing off on key deliverables, and changes to programme scope.

Corporate Directors make up part of CHSOB, alongside a representative from education, health and voluntary sectors, and two resident representatives.

Overarching principles

The group commits to working in line with the principles outlined in One Brilliant Team and the new Corporate Plan, focusing on prevention, collaboration and responsibility, in particular recognising the importance of:

- Inclusion: recognising multiple points of entry into conversations, and the importance of diverse perspectives, skillsets and life experiences;
- Shared insight: recognising the fuller picture and deeper understanding which emerges from sharing information across council, partners and communities;
- Co-production: designing and delivering with communities to tackle challenges and find solutions together.

Aims & objectives

The Community Hubs programme supports the delivery of three key aims of the council:

- To change the relationship between citizens and the council
- To improve access to high-quality, integrated services and support
- To maximise the impact of the council's resources

It also has a shared outcomes framework which identifies the outputs and outcomes which the programme should deliver.

The purpose of CHSOB is to work collaboratively and cohesively in order to ensure successful delivery of the aims, objectives, outcomes and outputs of the programme.

Responsibilities & authorities

CHSOB will be responsible for:

- Holding the Community Hubs team and wider organisation to account for the successful delivery of the programme;
- Operating as an effective forum for alignment, consensus and problem-solving at senior council and partner/stakeholder level, and within corresponding stakeholder groups;
- Helping to deliver the Council's strategic decisions, and key deliverables and milestones, as outlined in the Programme Plan;
- Signing off any changes to the parameters/scope, plan, outputs or outcomes of the programme.

Membership

Given the purpose of CHSOB, members should be Corporate Directors and senior partners with the ability to take decisions, and experienced residents who can represent wider views. Where staff members are deputised for, they should be delegated this responsibility.

Decision-Making

CHSOB should seek to make decisions by consensus. In exceptional circumstances, as ascertained by the Chair, where this is not possible voting will take place and a majority vote will suffice to agree a decision, providing that the majority vote includes votes equal to or a majority of both council and non-council stakeholders.

The role of the CHSOB is mainly advisory. Therefore, it does not have any legal powers to make decision on behalf of the Council, but will play a key role in helping to shape Council decisions and the delivery of Council's keys objectives.

The quorum for decision-making/sign-off at a meeting is 50%+1 of all members, providing that at least 50% of external members are present and voting.

Duties

Members are expected to attend all meetings, or send a deputy if they are unable to attend.

Members or deputies are expected to arrive at meetings fully prepared to engage in discussion and make decisions. This may involve pre-reading of papers circulated in a timely fashion, or consultation of their own teams or stakeholders prior to meetings, for example to gather feedback or information.

Members or deputies are expected to act in support of the programme aims, objectives and outcomes, balancing their duties as individuals and representatives of individual directorates, organisations, sectors and groups with a shared commitment to successful

delivery of the Community Hubs programme. This applies both within and outside of the meetings.

Members should ensure that the stakeholders they represent are kept informed of developments, requests, decisions, actions and emerging issues.

Frequency

CHSOB will meet quarterly to review progress, discuss identified issues and/or sign off on deliverables and milestones as outlined in the Programme Plan.

Secretariat

The Community Hubs Programme Director and Programme Manager will work with the Chair to finalise agendas and papers in advance of meetings, and ensure that minutes are made available within 10 working days of the meeting.

They will also circulate agendas, minutes and relevant documentation no less than five working days prior to a meeting. Items may be tabled following circulation of papers and/or at meetings only in exceptional circumstances and with prior agreement from the Chair, or with majority agreement as outlined above.

Review

These terms of reference will be reviewed six months after the first CHSOB meeting, and subsequently on an annual basis.

Terms of Reference: Community Hubs Programme Board

Purpose

These Terms of Reference relate to the Community Hubs Programme Board.

The Programme Board will seek to ensure that the Community Hubs Programme is successfully delivered, advising, reviewing and signing off on deliverables and actions in line with the Programme Plan.

Overarching principles

The group commits to working in line with the principles outlined in One Brilliant Team and the new Corporate Plan, focusing on prevention, collaboration and responsibility, in particular recognising the importance of:

- Inclusion: recognising multiple points of entry into conversations, and the importance of diverse perspectives, skillsets and life experiences;
- Shared insight: recognising the fuller picture and deeper understanding which emerges from sharing information across council, partners and communities;
- Co-production: designing and delivering with communities to tackle challenges and find solutions together.

Aims & objectives

The Community Hubs programme supports the delivery of three key aims of the council:

- To change the relationship between citizens and the council
- To improve access to high-quality, integrated services and support
- To maximise the impact of the council's resources

It also has a shared outcomes framework which identifies the outputs and outcomes which the programme should deliver.

The purpose of CHPB is to work collaboratively and cohesively in order to ensure successful delivery of the aims, objectives, outcomes and outputs of the programme.

Responsibilities

The Community Hubs Programme Board will be responsible for:

Holding the Community Hubs team and respective areas accountable for successful delivery of the programme, including;

- The ambition, aims and objectives, assumptions and principles laid out in the Community Hubs introductory document;
- Approving definitions and measures of learning and success, monitoring performance to assess the impact and extent to which anticipated outcomes have been achieved;
- Ensuring residents are at the core of the Community Hubs programme, working from inception to delivery of each Hub as part of governance arrangements;
- Reviewing building designs, engagement activity, and data and insight, as they emerge;
- Shaping the mix of services and support, and informing the development of the Hub model in each locality and across the borough, to deliver on financial and non-financial ambitions;

Membership

Given the purpose of the Programme Board, membership should reflect the diverse cross-section of different groups and organisations (including at different levels of seniority) who have a stake in the programme or who can add expertise or insight as an advisory partner.

Members should have the authority to make recommendations and take decisions, which in certain cases will require additional preparation and support. Where members are deputised for, they should be delegated this responsibility.

Decision-Making

The Programme Board is not a decision-making forum, although in line with the Programme Plan there are a number of milestones when it will be asked to approve, recommend or sign-off at a given point.

The Programme Board should seek to make decisions by consensus. In exceptional circumstances, as ascertained by the Chair, where this is not possible voting will take place and a majority vote will suffice to agree a decision. In these situations, each Council directorate will have one vote, each resident representative will have one vote, and each additional sector (VCS, health, education, business and other) will have one vote.

However, the Programme Board has a broader, important role in generating feedback, ideas and recommendations, and it is valid for a range of the above to be given to the Community Hubs team to consider and integrate.

The quorum for decision-making/sign-off at a meeting is 50%+1 of all members, providing that at least 50% of external members are present and voting.

Duties

Members are expected to attend all meetings, or send a deputy if they are unable to attend.

Members or deputies are expected to arrive at meetings fully prepared to engage in discussion and make decisions. This may involve pre-reading of papers circulated in a timely fashion, or consultation of their own teams or stakeholders prior to meetings, for example to gather feedback or information.

Members or deputies are expected to act in support of the programme aims, objectives and outcomes, balancing their duties as individuals and representatives of individual teams, organisations, sectors and groups with a shared commitment to successful delivery of the Community Hubs programme. This applies both within and outside of the meetings.

Members should ensure that the stakeholders they represent are kept informed of developments, requests, decisions, actions and emerging issues.

Frequency

The Programme Board will meet every two months to review progress, discuss identified issues and/or progress or approve deliverables and milestones as outlined in the Programme Plan. At times they may be required to respond to requests and/or approve deliverables and milestones via email.

Secretariat

The Community Hubs Programme Director and Programme Manager will work with the Chair to finalise agendas and papers in advance of meetings, and ensure that minutes are made available within 10 working days of the meeting.

They will also circulate agendas, minutes and relevant documentation no less than three working days prior to a meeting. Items may be tabled following circulation of papers and/or at meetings only in exceptional circumstances and with prior agreement from the Chair, or with majority agreement as outlined above.

Review

These terms of reference will be reviewed six months after the first Programme Board meeting, and subsequently on an annual basis.