



Service Analysis Final Report

Service Provider:	African Caribbean Centre Development Group (ACCDG) in partnership with Leicester City Council (LCC)
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Document Owner:	Service Analysis Team
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Version History

Version	Date	Description	Author
0.8	08.12.2017	Draft	Simon Ip
1.0	14.03.2018	Final	Simon Ip/Maria Coulson

Review

Reviewers	Role	Review Status
Lisa Boland	Service Analysis Manager	Complete
Alison Greenhill	Director of Finance	Complete

Approval

Approvers	Role	Approval Status
John Leach	Director of Neighbourhoods & Environmental Services	Complete
Lee Warner	Head of Neighbourhoods Services	Complete

Final Distribution: – This report has been shared with the organisation providing them a right to reply at draft stage.

Though this report is not intended for general publication at any point, we do reserve the right for publication if deemed necessary or required by law.

This report and any associated documentation is based on a seven day observation completed by one Service Analysis Team (SAT) Officer. It has been formed based on facts and evidence ascertained by the SAT officers during the service analysis research and fieldwork visit. This report is not intended to be used as a determining factor for funding decisions but as part of an overall review of services making reference to all other relevant factors.

Executive Summary

1. Introduction

1.1 Background

The Service Analysis Team will, through effective research, monitoring, assessment and evaluation of service providers, be an enabler for ensuring best possible value for money for Leicester City Council (LCC) and the people that live and work in our city.

We will deliver this aim through a full analysis review of the services that LCC and the African Caribbean Centre Development Group (ACCDG) provides under the existing partnership agreement for the management and development of the African Caribbean Centre (ACC) to Leicester City residents.

1.2 Timeline Overview

Introductory Visit:	21/04/2017
Offsite background research/analysis:	10/04/2017 – 14/04/2017
Onsite Fieldwork:	18/04/2017 – 26/04/2017
Initial Feedback to Provider (verbal):	24/04/2017 (LCC)
Offsite fieldwork and findings write up:	30/06/2017
Draft Report:	08/09/2017
Final Report:	14/03/2018

1.3 Scope

To monitor, analyse and evaluate those Services ensuring correct levels of compliance, performance and quality. This work focussed on the existing contract and funding agreement(s) in place. The analysis was undertaken through review which included, but was not limited to:

- Information gathering and monitoring with sample testing
- Meetings with key personnel/contacts
- Fieldwork at Service Provider premises
- Observing service user engagements/meetings/sessions
- Service User Feedback
- Breakdown of service usage and client numbers
- Categorisation against LCC Criteria
- Outcomes/Outputs/Targets/Impact

1.4 Organisation

ACCDG was set up in May 2004 when a public meeting was organised by the African Caribbean Citizens Forum. The group was set up to work in partnership with LCC at the ACC and between 2009 and 2011 the partnership stalled and members of the community approached Cllr D. Sangster and Cllr G. Cole to ensure the partnership arrangements with LCC continued. This resulted in the ACCDG and LCC entering into a formal partnership agreement called the 'Community Partnership Agreement'.

2. Overall summary of findings

- The partnership arrangement has allowed LCC to work with ACCDG and allow ACCDG to manage the ACC after 6pm resulting in savings to LCC by not having to manage the building beyond 6pm.
- This arrangement provides the opportunity for ACCDG to develop as a group, gain experience of managing a building and understand the importance of security management.
- The ACCDG sees the ACC as part of the African Caribbean Community heritage.
- ACCDG has assisted certain groups who are starting up with room hire.
- Community members have set up events and activities by using the rooms for hire.
- Provides internet access in the same way as LCC libraries.
- Provides a social venue for the community to get together.
- ACCDG is managed by a group of unpaid volunteers with expenses reimbursed.

Concerns:

- Low membership numbers within ACCDG (a total of 11 members) results in members having dual roles and responsibility. One fifth attendance to form a quorum is not effective as this potentially equates to 2 members in attendance if membership falls to 10.
- Member time constraints mean that it is difficult to arrange convenient times for the entire committee to meet. Committee members did not feel that it was appropriate to speak independently of the group. The

organisation stated that this was due to historic challenges meaning that collective decision making was most appropriate.

- Due to the collective decision making approach there are not designated committee roles, this creates the increased risk of roles becoming diluted and decisions taking longer to make as every decision has to be by universal agreement rather than by an individual.
- The partnership agreement does not appear to have been updated to take into account the changes to the way ACC operates, such as; the handover of the building after 6pm weekdays and after 2pm Saturday; the operation of the café and the bar. This has resulted in LCC being responsible for areas that it should no longer be responsible for. For example the LCC supervision of volunteers when there is no longer any LCC supervision of volunteers.
- ACCDG volunteers have been given access to the LCC internal intranet system (Interface).
- Unlike the café, LCC receive no income from the bar as there is no rental agreement.
- The absence of any agreement for the bar may potentially expose LCC to liability in the event of a legal claim. This is a major concern as no risk assessments were made available to SAT regarding the running of the bar by ACCDG.
- There appears to be a lack of structure within ACCDG, no ACCDG specific policies or procedures were provided at the time of visit, with the reason being given that they adopt and adhere to LCC policies and procedures.
- ACCDG management appears to be undertaken verbally including how expenses are paid.
- The ACCDG website is outdated with events dated June 2016, the LCC site is very brief and uninformative, the social network sites for ACCDG appear to be fairly inactive and predominantly made up of posts shared by the Community Radio and Dance with little/no community engagement. This is reportedly due to the loss of the volunteer primarily responsible for this task.
- Public meetings do not appear to be well publicised. Lack of attendance at a public meeting was observed and there appeared to be a weak representation of the views of the community at this particular meeting.
- Service users spoken to during the SA visit stated that they did not know what ACCDG do and who the members are. This was further complicated in a public meeting (for a post asset transfer proposal) whereby another organisation (African Heritage Federation Leicester) made the proposal. It appeared that there was confusion regarding the differing organisations, roles and individuals. ACCDG state that this is a deliberate strategy by ACCDG to present all organisations as a seamless service provision.
- The accounts provided are very basic and lack clarity/detail. They do not appear to have been drawn up in a professional manner. The organisation states that as LCC do not provide any form of direct funding (which is true) the organisation does not feel they have a duty to provide a breakdown of their spending. However, the concern is, as a community organisation and if registered as a charity then this information would need to be made public.
- ACCDG members do not seem to be fully aware of the room booking process resulting in double bookings and unavailable rooms being booked.
- There is a potential conflict of interest with some members of ACCDG, the Vice-chair (previously Chairperson) is a current Councillor (of a different ward) but the position is not noted within their register of interests, another member (existing Chairperson) is a current LCC employee.

3. Ratings

Overall Rating for this service	Requires Improvement
Leadership and Management	Requires Improvement
Organisation and Physical Environment	Requires Improvement
Services under Partnership Agreement (PA)	Requires Improvement
LCC Partnership Agreement and Management of	Requires Improvement
Outputs and outcomes	Requires Improvement

4. Consultations

- LCC internal teams
- ACCDG members
- Service users