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## SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Monday, 7th November, 2016 at 10.00 am

*(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)*

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### MEMBERSHIP

#### Councillors

B Anderson (Chair)	Adel and Wharfedale;
C Campbell	Otley and Yeadon;
R Grahame	Burmantofts and Richmond Hill;
M Harland	Kippax and Methley;
G Hyde	Killingbeck and Seacroft;
J Illingworth	Kirkstall;
K Maqsood	Gipton and Harehills;
M Robinson	Harewood;
R. Stephenson	Harewood;
K Wakefield	Kippax and Methley;
N Walshaw	Headingley;

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*Please note: Certain or all items on this agenda may be recorded*

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**Agenda compiled by:**  
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**Tel: 24 74553**

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p><b>RESOLVED –</b> That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p><b>No exempt items have been identified.</b></p>	

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3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 10 OCTOBER 2016</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 10<sup>th</sup> October 2016.</p>	1 - 4
7			<p><b>DEVELOPMENT OF A REVISED COUNCIL TAX SUPPORT SCHEME - DRAFT SCRUTINY REPORT</b></p> <p>To receive a report from the Head of Governance Services and Scrutiny Support presenting the Board's draft report following its review of the development of a revised Council Tax Support Scheme.</p>	5 - 6
8			<p><b>UPDATE ON DELIVERY OF THE COMMUNITY HUBS PROGRAMME</b></p> <p>To receive an update report from the Chief Officer Customer Access on the delivery of the Community Hubs programme.</p>	7 - 54

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9			<p><b>SCRUTINY INQUIRY INTO REDUCING REPEAT CUSTOMER CONTACTS THROUGH TACKLING FAILURE DEMAND.</b></p> <p>To receive a report of the Head of Governance Services and Scrutiny Support presenting draft terms of reference for the Board's forthcoming inquiry into reducing repeat customer contacts through tackling failure demand. The Board will also receive a presentation in line with session 1 of the inquiry.</p>	55 - 62
10			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's forthcoming work schedule.</p>	63 - 82
11			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday, 5 December 2016 at 10 am (Pre-meeting for all Board Members at 9.30 am)</p>	

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			<p><b>THIRD PARTY RECORDING</b></p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> <li>a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.</li> <li>b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.</li> </ul>	

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## SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

**MONDAY, 10TH OCTOBER, 2016**

**PRESENT:** Councillor B Anderson in the Chair

Councillors C Campbell, R Grahame,  
M Harland, G Hyde, K Maqsood, J Pryor,  
M Robinson, R. Stephenson, K Wakefield  
and N Walshaw

### **38 Late Items**

There were no late items.

### **39 Declaration of Disclosable Pecuniary Interests**

There were no disclosable pecuniary interests declared to the meeting.

### **40 Apologies for Absence and Notification of Substitutes**

An apology for absence was submitted by Councillor J Illingworth. Notification had been received that Councillor J Pryor was to substitute for Councillor J Illingworth.

### **41 Minutes - 12 September 2016**

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> September 2016 be approved as a correct record.

### **42 Safeguarding and the night time economy**

The report of the Head of Governance and Scrutiny Support made reference to the Board's initial interest in undertaking further Scrutiny into the role of the Council and its partners in addressing safeguarding issues linked to the city's night time economy. In doing so, particular attention was given to those service areas that fall within the responsibility of the Assistant Chief Executive (Citizens and Communities) and the remit of the Board. As such, the following information was appended to the report:

- Appendix A – a report from the Assistant Chief Executive (Citizens and Communities) on Safeguarding in Taxi and Private Hire Licensing – 12 months review of progress;
- Appendix B – a report from the Assistant Chief Executive (Citizens and Communities) on entertainment licensing's contribution to the night time economy.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor James Lewis, Executive Board Member for Resources and Strategy
- John Mulcahy, Head of Elections, Licensing and Registration
- Des Broster, Service Head, Taxi & Private Hire Licensing
- Nicola Raper, Service Head, Entertainment Licensing

The following key areas were discussed by the Board in relation to the role of Taxi & Private Hire Licensing:

- The significant progress made on the implementation of the annual DBS policy;
- The work being undertaken across the West Yorkshire Authorities towards attaining common standards and working in a cohesive way in terms of policy, decision making and enforcement capability.
- The steady progress made in delivering the compulsory Safeguarding Awareness training for all existing licence holders, escorts and permit holders (with 71 of the 187 contracted sessions completed by 31<sup>st</sup> August 2016 which equates to 39% of the licence base). Particular emphasis was placed on ensuring that such training was being delivered in a comprehensive and effective manner;
- The ongoing work to create efficiencies within the police disclosure process, including the appointment of a Research Officer to work with other West Yorkshire Authorities to reach an information sharing agreement that will enable the service to undertake a much closer scrutiny of all licensing databases and identify risks whilst still observing the Data Protection thresholds of the West Yorkshire Police.
- Implications surrounding the introduction of the De-regulation Act in October 2015 and also the Department for Culture, Media and Sport Tourism Action Plan. It was noted that the service would be reporting on these in more detail to the Council's Licensing Committee for further consideration;
- The ongoing work through the Combined Authority approach aimed at ensuring that other local authorities in West Yorkshire ensure that their licensing enforcement capability has sufficient resources and skills to sustain the very necessary controls required within the licensing environment. The Board requested to be kept informed of progress in this regard.
- The work undertaken with the UK Border Agency in relation to identifying common types of forgery linked to identity documents;
- The longstanding issues linked to the operation of 'out of town' Hackney Carriages and the introduction of controls, such as telephone booking facilities and information recording of journeys, to help with the regulation of such activity.
- Particular concerns were raised regarding the potential for taxi drivers to work dangerously long hours and the longstanding frustration with taxi drivers being exempt from the Working Time Directive.



The following key areas were discussed by the Board in relation to the role of Entertainment Licensing:

- The potential misuse of Temporary Entertainment Notices (TENs). The Executive Member for Resources and Strategy highlighted the Council's recent efforts, in conjunction with the LGA, to lobby the House of Lords to make a number of changes to existing licensing laws, one of which referred to the use of TENs. It was also noted that the Council had responded to the recent national consultation on TENs. The Board requested to be kept informed of progress on this matter.
- Issues relating to identified training needs of licensed premises and the difficulty in imposing conditions for premises to undertake mandatory training. However, it was noted that this matter was being explored further by the Licensing Committee.
- The Board requested more detailed information surrounding the role and impact of the Business Improvement District (BID)
- The Board requested details of previous national research linked to the concept of 'vertical drinking' establishments.
- Leeds Purple Flag Task Force – the Board noted that Leeds is progressing an application for Purple Flag accreditation and requested to be kept informed of progress with this application.

#### **RESOLVED –**

- (a) That the Board notes the reports.
- (b) That the Board's requests for additional information, as set out above, are actioned as soon as possible.
- (c) That a further update is scheduled at an appropriate time to enable the Board to pick up on those areas where it has requested to be kept informed of progress.

### **43 Scrutiny Inquiry into Community Hubs - Formal response**

The report of the Head of Governance Services and Scrutiny Support presented the formal response to the Board's earlier Inquiry into the development of Community Hubs.

The following were in attendance for this item:

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Lee Hemsworth, Chief Officer Customer Access

The key issues raised were as follows:

- Further clarity was sought regarding timescales for developing a clear assessment and delivery model linked to the Community Hub 'Mobile' type provision. It was anticipated that this would be in place by the end of this financial year.
- It was noted that any wider issues surrounding the general roll out of the Community Hub programme would be picked up as part of the Board's November meeting.

**RESOLVED –**

- (a) That the report be noted.
- (b) That a further recommendation tracking report is scheduled within the next 6 months.

(Councillor M Robinson left the meeting at 11.20 am during the consideration of this item)

**44 work schedule**

The report of the Head of Governance Services and Scrutiny Support invited Members to consider the Board's work schedule for the municipal year.

The Chair made particular reference to the Board's forthcoming working group meeting on 18<sup>th</sup> October 2016 in relation to the Board's Inquiry into the revised Council Tax Support Scheme.

**RESOLVED –** That the work schedule be noted.

**45 Date and Time of Next Meeting**

Monday, 7<sup>th</sup> November 2016 at 10 am (Pre-meeting for all Board Members at 9.30 am)

(The meeting concluded at 11.35 am)

**Report of Head of Governance Services and Scrutiny Support**

**Report to Scrutiny Board (Citizens and Communities)**

**Date: 7<sup>th</sup> November 2016**

**Subject: Development of a revised Council Tax Support Scheme – draft scrutiny report**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

**Summary of main issues**

1. At its meeting on 27<sup>th</sup> June 2016, the Citizens and Communities Scrutiny Board agreed to undertake an urgent review to assist in the development of a revised Council Tax Support scheme. The terms of reference linked to this review were agreed by the Board in July 2016.
  
2. This review has now concluded and the Board is in a position to report on its findings and recommendations resulting from the evidence gathered. The Board's draft report will follow and be made available in readiness for today's meeting when Board Members will be asked to formally consider and agree its report.
  
3. Scrutiny Board Procedure Rule 13.2 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised".
  
4. Once the Board publishes its final report, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board's recommendations within three months.

## **Recommendations**

5. Members are asked to consider and agree the Board's report in relation to the development of a revised Council Tax Support Scheme.

## **Background documents<sup>1</sup>**

6. None used

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Report of the Chief Officer Customer Access**

**Report to Citizens and Communities Scrutiny Board**

**Date 7 November 2016**

**Subject: Update on delivery of the Community Hubs programme**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley, Bramley & Stanningley, Pudsey, Gipton & Harehills, Headingley, Hyde Park & Woodhouse, Otley and Yeadon, Horsforth, Chapel Allerton, Alwoodley/Moortown, Middleton Park, Killingbeck & Seacroft, Kippax & Methley, City & Hunslet, Morley South, Rothwell,		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of Main Issues**

1. This report provides background information on the Phases for the delivery of the Community Hubs.
2. The report advises of positive customer opinion together with the encouraging findings of 2 separate external assessments.
3. The report then moves onto advising of progress with the roll out of Phase 2 of the Community Hubs providing fully integrated services across the city, including a specific update on the current position with Horsforth Museum.
4. The report also advises of the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs.
5. The report offers an update on the progress of planning for the development of the Phase 3 programme, together with examples of the considerations to be taken into account as part of Phase 3.

**Recommendations**

6. Scrutiny Board are asked to:
  - Note the positive customer opinion of the Community Hubs, together with the encouraging findings of 2 separate external assessments
  - Note progress made to date on the roll out of Phase 2 of the Community Hubs including the specific update on the current position with Horsforth Museum.

- Note the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs.
- Note the progress made on planning for the development of the Phase 3 programme and comment on the type of considerations that are proposed to be part of Phase 3.

### Purpose of this report

- 1 This report is provided to Scrutiny Board to provide an update on the development and delivery of the Community Hub programme which was the subject of a Board Inquiry earlier in the year. Specifically the report will cover:
  - The positive customer opinion of the Community Hubs, together with the encouraging findings of 2 separate external assessments
  - An update on progress made to date on the roll out of Phase 2 of the Community Hubs including the specific update on the current position with Horsforth Museum.
  - A brief summary on the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs; and
  - An update on progress made on planning for the development of the Phase 3 programme.

### Key Messages

- 2 Community Hubs continue to make a real difference for local communities, changing people's lives and enabling us to deliver more and better services at the same or lower cost.
- 3 The operational Community Hubs continue to develop real integration with a wide range of services and partners including police, health, credit union and the third sector and are providing better outcomes for local people, including helping more people into work.

### Background information

- 4 The delivery of the Community Hubs has been split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:
  - **Phase 1 Pathfinder sites** - Armley, Compton Centre and St George's Centre. These opened in April 2014.
  - **Phase 1a Priority Sites** – Initial works have been undertaken to allow Integrated Library and One Stop services to be formed at the Priority 1a sites using revenue funding from Citizens & Communities Directorate.

Housing Leeds are funding the works to enable an integrated back office to be formed at three of the Hubs, to enable the merger of housing and hub staff and this work will be completed before Christmas.

The Phase 1a sites are as follows –

Community Hub	Location	Description
Yeadon Community Hub	Yeadon Library	Opened in Summer 2015
Kippax	Kippax Library	Community Hub formed in Kippax

Community Hub		Library.
Moor Allerton Community Hub	Moor Allerton Library	Community Hub formed in Moor Allerton Library.
Pudsey Community Hub	Pudsey Library	Community Hub formed in Pudsey Library.
Horsforth Community Hub	Horsforth Library	Community Hub formed in Horsforth Library.
Rothwell Community Hub	Rothwell Library	Community Hub formed in Rothwell Library.

- **Phase 2 Community Hubs** - Alongside the Phase 1 and Phase 1a schemes outlined above, work has identified further sites for development within Phase 2 as detailed in the section below on progress with Phase 2.

### Update on Horsforth Museum

- 5 Board Members will recall the Executive Board decision to approve the Phase 2 business case was called-in to for Scrutiny to consider the impact of the proposals on Horsforth Museum.
- 6 Discussions have been ongoing since this time around the options available to address this issue and the current position is that the Council is working with Horsforth Town Council on the option for them to acquire the entirety of the interest, that being 3 and 5 The Green, plus the stable block. If successful, this option would negate the need to do the separation works and the Town Council would become the museum's landlord.
- 7 A revaluation has been undertaken on the basis of acquisition with a tenant and the town council have been provided with this figure.
- 8 A response is being awaited from the town Council on whether they would like to progress this option.

### Customer Feedback on the Community Hubs

- 9 The new Community Hubs have mainly been a great success with local residents, as an example, Appendix A provides a verbatim list of the feedback received to-date on the 'Tree of Success' at Kippax Community Hub.
- 10 Further to this, local Focus Groups have visited the 5 new Hubs so that initial feedback can be obtained from users. Information on their likes and dislikes is being used to actively influence and inform the Phase 2 Programme. These local Focus Groups have also enabled local residents to provide their views on how they would like the Hubs to develop.
- 11 A larger Focus Group was held in September 2016 at the City Museum and the Group included both One Stop customers and Library customers who are now Hub customers. A full report from this Focus Group is attached at Appendix B, but some of the key comments made were;
  - The name Community Hub was generally accepted as a suitable name for the buildings as people felt it was what happens inside and the quality of service delivery that matters, not the name.

- People liked the look of the Hubs – clean and welcoming, bright, different space, rooms to hire, etc.
- Residents appreciated the Council keeping face to face services open. They also liked that whilst the Hubs each contained the same facilities they were all different depending upon the local Community.

## External Assessment of Community Hubs

- 12 On top of the customer feedback received, there have also been two external assessments of the Community Hubs, where assessors from outside Leeds City Council and completely independent of the Council have inspected the Community Hubs against certain service delivery and customer excellence standards.
- 13 The findings from these external assessment are as follows:
- **The Matrix Assessment** - This took place as part of the wider ranging Employment and Skills Accreditation. The role of the Job Shops in the Community Hubs was specifically complimented for its success in getting people back into work.
  - **The Customer Service Excellence Accreditation** - The National Assessor described the Hub model as “inspirational” and advised that the Hubs were strong in the following areas –
    - Consultation with residents
    - The quality of the refurbished buildings and the facilities offered
    - Empowered staff
    - The way services have been widened to fit local needs rather than one solution fits all

## Progress with Phase 2

- 14 On 22nd June 2016 Executive Board agreed the Phase 2 Community Hub schemes that will require refurbishing to form Hubs in a number of key local buildings, mainly existing Libraries and One Stop Centres to support the delivery of integrated and accessible services.
- 15 As Board member will be aware, the Citizens and Communities Scrutiny Board undertook an inquiry into the development of Community Hubs last year. In doing so, the Scrutiny Board assisted the Citizens and Communities directorate in evaluating the strengths and weaknesses of the pathfinder Community Hubs from a buildings and infrastructure perspective and engaged with a wide range of witnesses, including existing ‘front of house’ staff. This inquiry concluded in March 2016 and the Scrutiny Board agreed and published its final report in May 2016 setting out its conclusions and recommendations aimed at informing future phases for the roll out of the Community Hub network ([click to access the Scrutiny inquiry report](#)). These recommendations were used where appropriate to inform the development of the business case agreed by Executive Board in June.
- 16 The Community Hubs refurbishment and conversion works for the Phase 2 sites will include creating library areas, one stop facilities, jobshop, interview rooms, hotlines, Wi-Fi, meeting rooms, social spaces, customer toilets, waiting areas and queue management systems at the larger hubs to enable fully integrated services to be delivered to customers.



- 17 Back Office areas are to be improved in line with Changing the Workplace to meet 'new ways of working' standards, including provision of laptops and ICT equipment to enable services to be co-located.
- 18 In addition, condition surveys, identifying back-log maintenance and accessibility issues, have been carried out on the Phase 2 Community Hub buildings and these costs and works are included in the Programme of Works.
- 19 Progress with the Phase 2 Community Hubs is set out below -

Phase 2 Hubs	Location	Progress
Dewsbury Road Community Hub	Dewsbury Road One Stop Centre	<p>The Library and One Stop Centre will integrate into one building, the existing One Stop Centre.</p> <p>Ward Members have been consulted on the colocation of the 2 services and are supportive.</p> <p>Designs to improve the layout and confidentiality issues on ground floor and add queue and appointment management have been developed and agreed.</p> <p>Plans to improve the layout of office space to increase number of workstations and move housing staff and other services into office space on first floor have been developed and agreed.</p> <p>These floorplans have been emailed to Ward Members with an invitation to meet.</p> <p>The agreed designs are currently being estimated with a proposed start on site date of early December 2016.</p>
North Seacroft Community Hub	Deacon House	<p>Designs to create the new Community Hub in Deacon House have been developed and agreed. The plans include moving the existing Library, One Stop Centre and housing back office to the Hub.</p> <p>Ward Members have approved the plans. Following opening Ward Members have asked that we look at how facilities and reception are shared with our tenant – Leeds City College.</p> <p>Detailed discussions are taking place with the Post Office regarding their relocation to Deacon House and initial plans are being developed.</p>

		<p>The agreed designs are currently being estimated.</p> <p>Work is currently taking place on site to strip out the existing internal walls etc. and make good prior to the construction of the Community Hub.</p>
Morley Community Hub	To be decided	<p>Work continues on developing options for the Community Hub in Morley.</p> <p>Ward Members have been consulted on their preferred location for the Hub – the Town Hall or Library. Both buildings are listed and will not lend themselves to an asset release. Ward Members are requesting a solution to both buildings.</p>
Middleton Community Hub	St George's Centre	This scheme is later on in Phase 2 – likely to be the end of 2017 – hence plans are not yet developed.
Bramley Community Hub	Bramley Library	<p>Designs to create the new Community Hub in Bramley Library have been developed and agreed. The plans include retaining the existing Library interiors as far as possible, bringing the ceiling light/lantern back up to a high quality condition, other improvements, and creating a One Stop Centre and Customer Service back office/library work room.</p> <p>A public consultation has taken place with the local MP, local Ward Members, and local citizens and the proposals have been met with an almost overwhelmingly positive response.</p> <p>The agreed designs are currently being estimated.</p>
Chapelton Community Hub	The Reginald Centre	Minor works to counter, social zone and additional ICT area have been considered and further options are to be investigated due to the proposed cost estimates.
Headingley Community Hub	Headingley Library	A specification for the design and required works will be developed early 2017.
Harehills Community Hub	The Compton Centre	It is proposed to look at the building as a whole to consider the best use of space throughout the whole of the Community Hub. The works will include reconsidering the ground floor to create an improved intuitive layout including improved service

		delivery positions, the waiting area, the social zone, and providing queue & appointment management, together with the best use of space on the 1 <sup>st</sup> floor. It is anticipated that this work will take place during 2017.
Otley Community Hub	Otley Library and One Stop Centre	Minor works to interview rooms, social zone and improved ICT area are planned and work is likely to commence mid-2017
Armley Community Hub	Armley Library and One Stop Centre	Works are proposed to improve the Armley Community Hub including a revised entrance area, an improved intuitive layout throughout the building, improved service delivery positions, improved office accommodation, queue & appointment management. The work is likely to commence mid-2017.
Garforth Community Hub	Garforth Library and One Stop Centre	Minor works to social zone and improved ICT area are proposed with works set to be carried out in mid-2017.

### Demand at the new Community Hubs

- 20 All the Hubs have seen an increase in residents using the building.
- 21 In Kippax, which did not previously have a One Stop Centre, the new Hub has seen a significant 95% increase in the number of residents coming through the doors of the building and a 31% increase in the use of the ICT suite
- 22 Demand, during the quarter July to September 2016, at the 5 new Community Hubs is as follows –

Site	Enquiries	Impact
Kippax	3501	95% increase in people using the building. 31% increase in IT use (self-service, internet access etc.).
Pudsey	3357	36% increase in the use of the building. 16% increase in IT use.
Rothwell	4541	37% increase in the use of the building.
Horsforth	2580	17% increase in the use of the building.
Moor Allerton	3034	13% increase in the use of the building (during June/July 2016).

- 23 Residents are using the Community Hubs for a range of Council Services. The most frequently requested services, as we see in all One Stop Centres, are enquiries relating to housing, Council Tax and Benefits.
- 24 The success of the Hub model is in encouraging residents to access the wider range of services on offer. As an example bike libraries are in place in Moor Allerton, Dewsbury Road, St. George's Centre and The Reginald Centre. The scheme means

that people can borrow a bike, in addition to a book, using their library card. The success of these has led to more funding for bike libraries at Deacon House, Armley, Holt Park and Garforth. The scheme is funded through Welcome to Yorkshire and Yorkshire Bank.

### **Progress on Developing Phase 3**

- 25 Phase 3 includes Housing Offices, One Stop Centres and Libraries that have not been considered so far. The work being undertaken will include consideration of future Community Hubs for development, the movement of some services and the possible re-provision of some services in a different way.
- 26 At present 25 buildings are in scope. Each has a building condition survey ongoing which identifies the costs of repairs, information on current usage, lease details and costs, and distance to the next Council facility. However wherever possible, leased buildings within the communities will be released in order to make best use of Council owned buildings.
- 27 The development of the Phase 3 programme is still at a very early stage and therefore Officers will keep Scrutiny Board updated on the Phase 3 proposals as the details are developed.

### **Conclusion**

- 28 Evidence from the development of the Community Hubs, and as outlined in this report, identifies that there is considerable customer satisfaction both with being able to access services locally and retaining a valuable local resource in respect of the library.
- 29 Given this, it is felt that the developing network of Community Hubs puts Leeds City Council in a better position to handle the changing nature of our face to face to work. The impact of welfare reform, universal credit and the changing nature and make-up of local communities mean that flexible, locally based services, able to adapt to changing needs, are essential if we are to have a real and positive effect on our citizens.

### **Recommendations**

- 30 Scrutiny Board are asked to:
  - Note the positive customer opinion of the Community Hubs, together with the encouraging findings of 2 separate external assessments
  - Note progress made to date on the roll out of Phase 2 of the Community Hubs including the specific update on the current position with Horsforth Museum.
  - Note the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs.
  - Note the progress made on planning for the development of the Phase 3 programme and comment on the type of considerations that are proposed to be part of Phase 3.

### Verbatim comments from the 'Tree of Success' at Kippax Community Hub

- All Excellent 😊
- Very helpful. Access could be better via bottom door
- Very helpful. Looks good.
- Massive improvement. Staff always very welcoming and helpful.
- Air conditioning needed ASAP.
- In my opinion the Library is a big asset to the Community.
- This service is much better.
- I love the new look and the staff are lovely. I come here once a fortnight to do my search and will keep on coming to do it.
- I think it is good to have these facilities available in one place and in Kippax for the use of the local population.
- So helpful and so much information about the new hub and activities – very impressed, thank you. 😊
- I thought it was a nice, quiet environment. I came to use the printers – which I didn't realise were here and the process of getting set up and printing was quick and painless. I will be updating my friends in this area.
- This is a great idea. Great for Kippax people.
- Ruth very helpful.
- The phone facility is hidden. You don't know it is there. Same with the water facility. The council desk (for enquiries) is not very well situated. It is not confidential everyone can hear what is being discussed.
- I find the new centre is alright. The staff was very helpful and the office was very warm and cosy.
- Nice and friendly but needs more parking especially disabled.
- Very helpful today. Thank you.
- Very smart, clean, tidy and colourful. A pleasure to visit always made welcome. More opening times – excellent. Just what was needed in Kippax.
- Good place and light and good lift. People very friendly and helpful.
- Very good. Very bright.
- I like the new layout of the Library and the staff are very helpful at Kippax Library.
- Ideal that all services are under one roof.
- Buildings nicely done. Lovely staff. Easy access 😊
- It's very good.
- Very good idea.
- Light and bright. Well laid out.
- Very friendly and good luck to you all.
- New hub much better, open longer hours, more facilities. Toilet now.
- I think people should have been more aware that council offices had moved.
- Helpful service. I like the building. The lift is very useful. Handy, tidy and clean.
- Good idea, helpful staff.
- Ruth and staff very polite and helpful, and took any worries away by seeing to the phone calls. Thank you.

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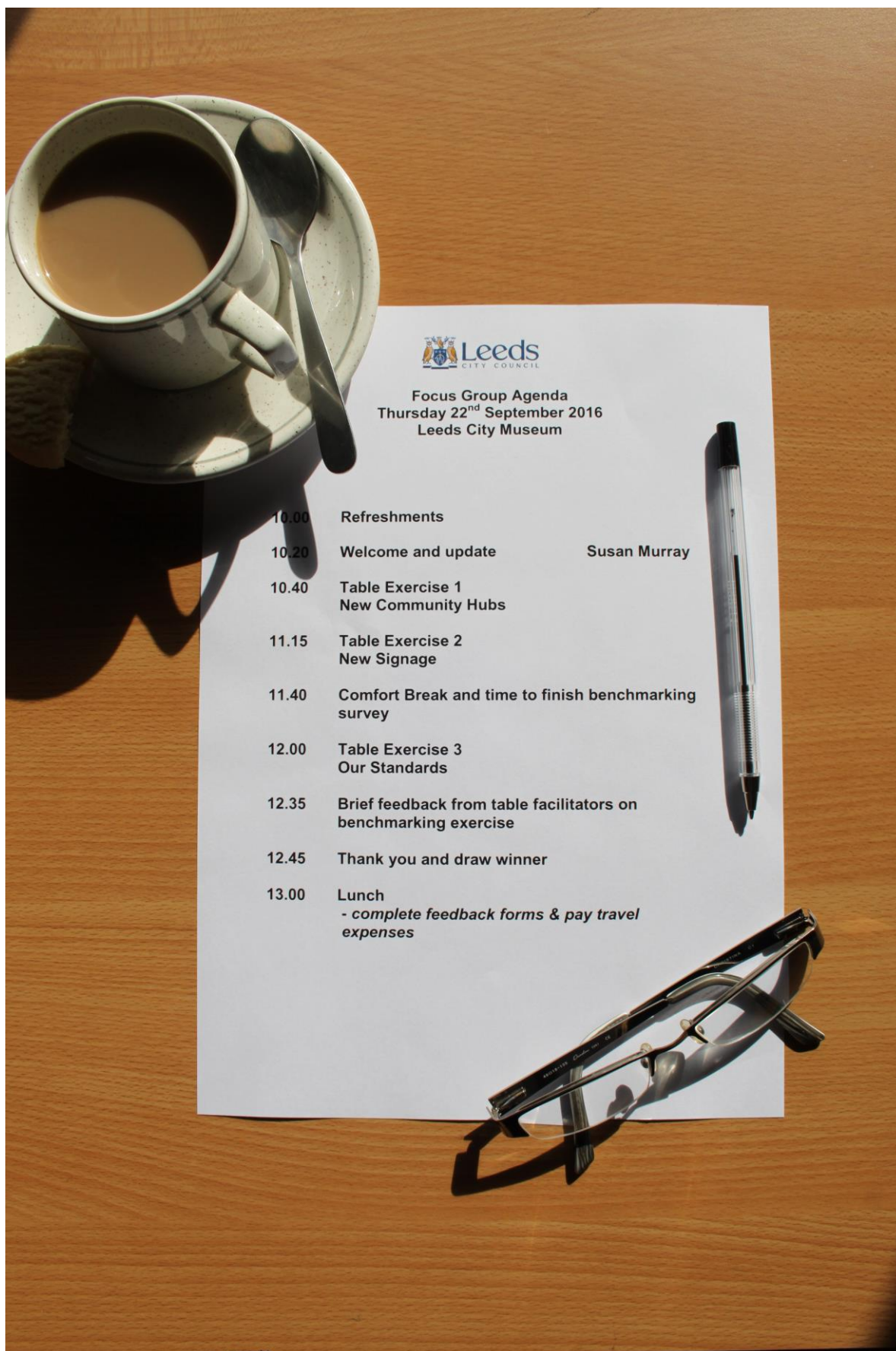
# Focus Group Newsletter

**Issue 21**  
**22nd September 2016**  
**Leeds City Museum**

Welcome to the 21st edition of the Focus Group Newsletter covering the events of the latest Focus Group meeting that took place on 22nd September 2016. Thank you for attending, it was a very good event and it was so nice to see familiar faces and to welcome new ones. Hope you enjoy this edition of the newsletter and we hope to see you at our future events!



Here is a reminder of what the Programme for the day looked like:





## Welcome from Susan Murray



Susan Murray (Head of Customer Contact) introduced herself and welcomed customers to the Focus Group.

Susan advised that the session is to focus on the services we deliver as Leeds City Council and will be focussing on specific areas. SM noted that the aim of the session is to get honest feedback from customers and most importantly for customers to enjoy the event. There are no wrong or right answers and customers are not to be scared to express their views!

On each table agenda and themes for the day were placed.

SM provided an update as to what has been happening in the service in the last year and a lot of things have changed - we have been extremely busy!

SM talked the Focus Group through the following slides:



## Since last year

- Community Hubs
- Libraries in communities
- Mobile Library Service
- One Stop Centres
- Jobshops

The session focussed on the above services and Susan advised that the aim was to get feedback and views about these and why maybe customers don't use some services and the reasons why. SM talked about the new term 'Community Hub' and reported that this is the new way the Council wants to deliver Council services – services all together in 1 building (Library, Job Shop and One Stop Centre). Traditionally there would have been 3 separate services but the Council has a commitment to keeping these services open and this is done by joining them together. As a result of services being together in 1 building this will release other buildings to sell and save money. It means there will be less building fees to pay and less building rates and maintenance/bills and running costs etc. Some local authorities are closing and reducing face to face services and asking customers to contact them by email or telephone but Leeds

City Council sees that face to face services are important and help the Council deal with issues that tackle poverty and inequality. In Leeds we are keeping our face to face services open but we are doing this by delivering them differently via Community Hubs.



## What's happened?

- Council commitment to deliver face to face services but in a different way
- One team
- Re-design of buildings
- Repairs and maintenance
- 5 new Community Hubs – Moor Allerton, Horsforth, Kippax, Rothwell, Pudsey
- Release buildings which the Council can sell

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**Council commitment to deliver face to face services but in a different way** – The Council has agreed for services to locate into one building. To move facilities into one building and aim not to close facilities. Local authorities are now looking at the Leeds model.

**One Team** - Teams have joined together – Customer Services Officers, Job Shop Customer Engagement Officers & Library Assistants and they are doing a wide range of jobs.

**Re-design of buildings** – Modernising buildings carrying out repairs and maintenance in buildings e.g. Moor Allerton used to have a housing office and a library but now have co-located together and these services are in a Community Hub which releases the housing office to be sold and save the council money.

Below are some of the exciting things that are going to be happening in the coming year.



## Going forward

- Seacroft new location at Deacon House
- Bramley Community Hub in the Library building
- Dewsbury Road One Stop Centre and Library in one building which will be the One Stop Centre building

**Then...**

- Headingley
- Morley
- Some mini refreshes
- Compton Centre
- Reginald Centre
- Garforth
- Otley

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We have had a lot of successes and here are just some of our celebrations.

**The Council commitment to face to face services** – we are very lucky that the council are committed to us. There are lots of savings taking place at the moment but the council has confirmed it does not want to reduce front line services wherever possible.

**Opening hours** – We now have longer opening hours in some libraries i.e St George’s Centre, Middleton is now open 52 hours a week more now the building is a Community Hub.

**Bike Libraries** – Legacy of Tour de France/Yorkshire & Yorkshire bank have joined together to run Bike Libraries. If you have got a library card you can also borrow a bike. This is a really popular scheme if you can’t afford a bike or want to try cycling. Libraries also provide a bike hat and high vis vest. Library members can currently hire a bike from – Moor Allerton, The Reginald Centre, St George’s Centre and Dewsbury Road and will be rolled out to 4 more other sites (locations tbc).

**Community Café at the Reginald Centre** – a lot of referrals from GP’s to the Reginald Centre is due to loneliness. A Community Café has now opened in the centre which is run by volunteers – this will help with social isolation in the community.

**Customer Satisfaction remains high** – 99% of people that use our service say the service is either excellent or good.

**Job Shop accreditation** – we have been successful in gaining the accreditation this year which means the Council can access money in order to help bring people into work and find jobs.



Here are some pictures of Community Hubs before refurbishment (from a Library to a Community Hub). Kippax Library to Kippax Community Hub.

## Before...



## After...





A compliment was made about the new Community Hubs and in particular Pudsey and Rothwell! Those who had used a One Stop Centre and now a Community Hub said they liked the new model and the refurbishments.

# Any questions?

Here are some questions and comments made by customers:

'The Pudsey One Stop Centre was terrible (location and size) but now if we have to wait for an enquiry to be dealt with we can sit and wait and read a book now which is great!'

Rothwell – lovely feedback about Rothwell Community Hub- we love the chairs and the computers. It is more private than the One Stop Centre.

**Q:** Any ideas about putting water coolers in Libraries?

**A:** Steve Moore reported that we have put water coolers and vending machines in some centres as we recognise that people like to read, use computers and have a drink at the same time. Some sites are small so in this case we have just put a water machine in. There are now baby changing facilities and toilets in Libraries also.

**Q** Why can't we rent empty buildings - this this would generate income for the Council?

**A:** Susan noted that this is a good idea but not all buildings are in great condition, some are in good condition and this is something that may be considered.

**Q:** A customer talked about aesthetics and noted that some people like old fashioned pubs - modern pubs are now popular but some people still prefer a traditional type of pub and this is the same for Libraries. People may prefer to walk into a rustic old fashioned traditional library rather than seeing modern features. People may still like old fashioned and is modern always appropriate?

**A:** Susan reported that some sites are still kept with the same traditional features and it would be a shame to take an old fashion feature out of a building. The next site to become a Community Hub will be Bramley Library. This building will be restored rather than stripped out completely and we will be keeping its traditional features and restoring these. Sites such as Morley, Bramley, and Chapel Allerton will be restored rather than refurbished as these are beautiful buildings and we are not ripping out where there are nice features but sites that are in poor condition and are past restoring will have to be ripped out/rebuilt.

**Q:** Are there rooms for hire in Community Hubs?

**A:** SM reported that rooms are available to hire and we would like people to hire these. We have got a new scheme/process to book these and the rooms cost £5 an hour to use – this can be for anything the customers like e.g. a community group, lessons/learning, activities, hobbies etc. Customers will start to see promotions about this soon. If anybody would like to use a room, please speak to a member of our staff.

**Table Tennis** – has started to be run in our centres and customers will start to see more of these across the city. If customers would like to run an activity or club in any of our buildings then this can be arranged.

Listed below are the offices in attendance at the Focus Group:

- **Jas Dhariwal-Holmes (Inner & Outer South)** – Manager of Dewsbury Road One Stop Centre, Dewsbury Road Library, Hunslet Library, Beeston Library, Morley One Stop Centre, Morley Library, Gildersome Library, Rothwell Community Hub, Ardsley & Tingley Library, The Point Job Shop (White Rose)
- **Jan Jackson ( Inner & Outer West)** – Community Hub Manager of Armley Hub & Armley Library & Job Shop, Bramley Library, Pudsey Community Hub, Calverley Library, Farsley Library,
- **Chris McLoughlin (Inner & Outer East)** – Community Hub Manager of St George's Centre Hub, North Seacroft One Stop Centre, South Seacroft One Stop Centre, Osmondthorpe One Stop Centre, Crossgates Library, Garforth One Stop Centre & Library, Kippax Community Hub, Methley Library, Halton Library, Whinmoor Library, Scholes Library, Seacroft Library.
- **John Ashton – (Inner & Outer South)** Customer Services Manager and work alongside Jas.
- **Seamus Doherty (Inner & Outer South)** – Community Hub Manager of the City One Stop Centre (2 Great George Street) & Job Shop and the Peripatetic Team (the team that provide cover at different sites) and the Mobile Library Team

- **Amanda Denne** – Assistant Manager at 2 Great George Street.
- **Jayne Grant** – Manager of Central Interpreting and Translation Unit
- **Steve Moore** - Senior Community Hub Development Manager – Steve is in charge of the refurbishment of our buildings.
- **Julie Wood** - Senior Communities Librarian
- **Adam Sykes** – Library Assistant from Horsforth Community Hub and taking photos at the event
- **Amy Wood** - Management Team Support Officer - who works directly with Susan and organiser of the Focus Group.



## **Table exercise 1 – New Community Hubs (outcomes from table exercise)**

**Walking into a Community Hub, OSC or a Library, what do you expect to see in terms of what's on offer and what's important to you?**

**You said:**

- Clear signage
- Clean and welcoming
- Staff are professional
- Customer Services
- Some clear signage to show me the way to the service I need
- Someone to meet and greet me
- The place is bright, clean with space to move around
- Clear signage, meet and greet person, is it welcoming, clean presentable, staff presentable, smart, polite, expect a standard , first impressions, greeting, attentive, smile, welcome approach and water



- Clearly marked signage
- Clean and welcoming
- Customer services and been professional
- Good welcome
- Directions and clear signs
- Appropriate layout of building
- Refreshments
- Information/leaflets and computers available
- Signage and directions to services
- Staff awareness to customers
- Meet and greet or clear signage
- Welcoming and clean
- Staff presentable
- Customer care
- Clear direction- floorwalkers and signage
- Manner of staff and knowledgeable staff
- Smart waiting times or appropriate system
- Library books
- Helpful people
- Local activities
- Welcoming staff- eye contact, good morning (not enough of this)
- Nice environment- warm in winter including pleasant surroundings
- Computer IT facilities (working)
- Notice board and information leaflets on display including local information and bus timetables
- Clean toilets- toilet rolls, soap and towels stocked up
- Coffee machine and water dispensers
- Hand gel- Yeadon it's there for the staff to use not the public
- Chairs for disabled people- central library 1st floor not to be told by staff to go get their own
- Educational books regards to everyday healthy living
- Writing in challenging ways
- Books about self-help on herbal remedies
- To relieve pressure on doctors, hospitals and financial funds
- Pressure on our great health service
- We have everything in place in Horsforth library
- Face to face contact – please try to keep it
- Job centre
- Computer section
- Children's area
- Reading area
- Coffee machine
- The staff are very helpful
- Horsforth library is now a community hub and is open long hours

- Staff available if possible
- New books
- Notice boards with up to date information- separate for council and local community and advertise what goes on in the building
- Information packs
- Smiling staff
- Clear opening hours
- Computers with enough chairs
- Newspapers
- Someone who has skills and knowledge to answer my queries
- Coffee machine
- Computers for face book
- Computers for Music and e mails
- Greeter for OSC
- Quick question desk
- Refreshments, water and vending machines
- Computers- a few as mine is a busy area (I use Headingly area)
- If more facilities available such as water cooler or tea and coffee
- Books
- Computers
- Easy access to one stop personnel for repairs
- Monthly meetings for craft session etc
- Plenty of computers working
- Community information
- Bus time tables
- Daily newspapers
- Job opportunities
- Plenty of seating
- I am happy with what we have in the library already and our community as something somewhere for most people
- Written instructions on view next to the computers
- Feedback on my complaints submitted
- Correct information being given out to companies coming into the area to do work
- Teaching people how to budget would resolve a lot of problems
- Welcome and instruction to use appliances such as computers and tablets. Must say we did have two ladies come out to our group and talked to us about the library
- Local information of events
- Possible refreshments
- Lists and contact details of local groups
- Instructions if needed on computers
- Local contacts for volunteer groups
- Job opportunities and advice
- Free WiFi

- A welcome with directions to facilitate
- Confidential space for discussing any problems
- Computers with advice on lessons in IT
- Tourist information centres are fewer so could this be more available
- Local volunteering opportunity advice
- Books
- Children's activity's
- Library
- Someone to talk to
- Relaxing
- Computers help with it
- Baby changing
- Library books
- Children's activities
- Someone to talk to
- Computer lessons and help finding things on the internet
- As soon as you enter you should be given information
- This could be done by information boards that are the same on both sides so you see and read the same as you go in and out of the building
- This information would be listed for all area's applicable and events and rented rooms available with prices
- If anything is advertised, I will go and have a look
- I use the Morley one stop and to be honest I am happy just as it is
- More privacy at the desk to get a number
- There is not much that I think is required in the one stop
- Having not seen one of the 4 community hubs, but listening to other people's views to me they have covered everything

**If we were to deliver more services from a Community Hub but didn't have a space to do this, but we looked at changing the use of space we had accordingly in a flexible way, what would you like to see being delivered from a Community Hub?**

**You said:**

- Timetables etc.
- A library with books, newspapers and computers
- A one stop with advice on council services
- Job shop
- Special events particularly for young people and the elderly
- Help with the new tablets and the computers
- Council surgeries
- Timetables
- I.T. depending on the community, what do they need
- Public telephones
- IT help including I pad help
- Health connections

- Police
- Planning services
- Timetables
- Health
- Police
- I feel all the services that the community hub currently offer with the opportunity to research further services
- Public telephone that was once part of the library to phone gp's
- More services as possible with space and the requirements for local residents
- Surgeries
- Local drop in centres
- Help with I.T if needed to access services
- Information
- Cycle libraries introduced- west and north of Leeds?
- Re feedback forms- Why don't I ever receive any feedback from the comments I make. Do feedback forms get through or do staff weed them out if there are any negative comments on my feedback forms
- To find out which of the local hub responsibility lies to changes
- Horsforth Library has various services
- I don't think we need anything else (Horsforth library)
- There is no more room to do anything else (Horsforth Library)
- It would depend on how much space we have
- Something for teenagers, maybe clubs linked to technology
- Activity groups
- Less children's books in Headingley library to create space
- The male community get together the better in Headingley
- Community activity groups bringing people together
- Friendly groups
- Exercises for the elderly, some sort of sport activity for older people
- A talk on encouraging older people to attend the library
- Cake space
- Hobby groups
- Speakers to give talks on various subjects or lecturers
- Guidance for job seekers
- Advice on finance or other problems
- Café space and information on hobby groups for crafts and chess etc.
- Local speeches on topics could be sponsored by local businesses e.g. Morrison's
- A recent birthday celebration at Guiseley library was well attended and could be offered at Christmas
- Relevant demo's
- Café for everybody
- A meeting place for lonely people

- A café next to children's library where parents can meet , feed babies then go to storytelling and singing activities
- The hubs could join with the Leeds city council park services for outdoor events, thus again could help in advertising what they have on offer
- Don't change anything
- More child friendly perhaps a crèche if parents need to discuss something privately

**How do you think the fun side of events run together with the more serious side of our services and how can they be delivered successfully from the same building?**

**Susan asked customers initial feedback and they reported the following:**

- There are different things going on in buildings for example at Moor Allerton and this adds atmosphere to the building. If customers want privacy they can go into a private booth.
- A customer commented that regular events are listed so customers note the busy/noisy periods and when they may wish to avoid these. One off events are not easily captured and displayed.
- Depends on size of building and if can separate events going on – it was noted that some sites may not be able to do this as some centres are quite small.

**You said:**

- Make good use of space available
- It would be ideal if the fun events could be run in a different area or room but failing that people will have to accept what can be offered in the limited space. People having fun at the hub should encourage people in. (apart from those that like a silent library)
- Larger sites are better equipped to handle the various activities. Children's story time, design zones are important. Customers need to accept that this is a new model all under one roof. It's nice when schools use a library.
- Useful use of space
- Privacy
- This can be attempted but will be difficult.
- The service appears to be more workable within the community neighbourhoods, however it does not appear to work in the central library(use of sectioned off area's)
- Striking a happy medium with services and customer services and requirements
- Good use of space
- Give own space for events
- Realise limitations as we cannot be everything to all people in every location and decide what works for that area
- Clever use of space within the centres
- Table tennis and reading groups
- Very probable
- Okay when supervised and organised, but when school kids are allowed to run wild then it is impossible to use a computer. Had the leave the library (school holidays after 4pm or 3pm when schools come out (Garforth)
- We do have children mornings and a colouring area
- We can encourage people to use the library for different things such as the children and the elderly using computers at different times to suit
- They are

- Both chapel Allerton library and Chapeltown hub manage this well within what they have available.
- A good book group at chapel Allerton have been successful
- Café at Chapeltown sounds good will call by a way here
- Website
- Good planning
- This could work quite well this needs planning
- By publicising the events
- There is the noise aspect, it can be disturbing for the people who want to work and want quiet
- The fun side of events can run with the more serious side of services
- This can be successful from the same building if it is worked out in the right way
- Setting up informal committees to help advise these committee's or groups could rotate the people on it
- Groups and committees can help as they are from their own area's so have local knowledge
- The fun side is a Gesture of a good children's library and encourages children to use more books
- I think it is a good idea to include chess, table tennis and other activities and hopefully encourage the young people to take part

### **Do you use Self-Serve (comments from customers)**

#### **You said:**

- The individual needs to be aware of how to use the technology initially
- Generally prefer to deal with a person
- What is self-serve?
- Does it include using a computer
- Not having had the need
- I don't like self-serve
- Always prefer face to face
- I don't mind learning more I.T.
- Always use self-service but if staff not busy I like to have a chat
- Too Busy
- Had trouble accessing the self-service portal
- No not used it but want to use it
- Ease of joining and easy learning, not aggressive. I found that some courses I have and am taking the tutors teach quiet fast and there are not enough information sheets to help a person
- I feel I am now too old to learn I.T
- I am of an age that does not use a computer but would like to learn at a library as I think it is important to learn
- I.T frees up staff and makes them able to help people less able

### **Do you use Self-Serve?**

#### **You said:**

- Yes - 19
- No – 12

**If YES, which service do you use?**

**You said:**

- Library Books- 11
- Council-6
- Both-4

**If NO, would you like to sign up for an IT learning session and learn how to use self-serve?**

**You said:**

- Yes-5 – Your details have been passed to Julie from Libraries who will arrange this.

**Below are the services available on self-serve:**

- Register for Council Tax E-Billing
- Make a Payment online
- Get free debt advice
- Help with money
- Report a change of address
- Bid for a council or housing association home
- View your housing benefit details online
- Use the benefits calculator
- Report a council housing repair
- Learning, training and employment advice for young people
- Book a computer at your local library
- Apply for a council job
- Learn English in Leeds
- Report a missed bin collection
- More Council services





## **Table Exercise 2**

Susan asked customer's their views about our new Signage, the Pin logo, and our new name Community Hub.

SM reported that residents will start to see this signage across our buildings (please see images below). When customers see the pin logo it means that this is a place that customers can see, go into, provide input into a community and get involved in – when we see this pin this is what it means – a logo to represent us and what customers can feel familiar with.







## Initial comments from customers

### Feedback about the Pin:

This shows that this is about joined up services and activities going on in a community that we can access.

Does the pin mean anything to you? No

Looks like a spy glass, a magnifying glass, ping pong bat, like a google maps icon.

Look at the focus - looks like it's the wrong way round

A pin doesn't make us feel welcome

Make the Leeds City Council crest bigger across the top of the sign

The sign should have Leeds City Council crest at the top and list of services underneath.

### Feedback about the name 'Community Hub':

I like it and it's modern

Like the mix of the 2 words – Community and Hub

I wouldn't dream of thinking it does what it does

Sounds like a Community Centre and doesn't sound like it offers the services we offer

The wording is more for younger generation

It's for younger generation and caters to them rather than older people.

It's good and means everything is under one roof

Not fantastic to look at but it does what is says on the packet rather than spending unnecessary council money on something more fancy

Make the Leeds City Council crest on the sign bigger

Sign looks very bland

Needs to mention 'Leeds' in the title

SM reported that a Community Hub is not just about a Leeds City Council Hub it's about other organisations and these not just being labelled as Leeds City Council. It is to say that there is more in the centre than just Leeds City Council and other partners and services are available in the centre and for the community.

There was a question about the cost of updating signage. Susan advised that the Council makes all its own signage and we do not pay for an external company to do this.

## **Table exercises 2 – Signage (outcomes from table exercise)**

**What does this sign say to you?**

**You said:**

- Put a sign on all buildings saying now moved to community hub and what is in there and what they do
- Chemist at Chapeltown
- They are interested in providing a community spirit by putting your community first and by helping to mix young and old
- Everything under one roof easily accessible
- Community information
- Everybody helpful
- Modern
- Mother and baby group
- How much did Leeds pay for the community hub logo?
- Leeds logo not big enough
- Be loud and proud
- For the community - Have Library and one stop centre
- It's not clear the sign I.T tools is like a magnifier mirror
- Would not have a clue
- Rothwell community hub- It is clear and the font is user friendly. It could be said to be a little dull but it is easy to read
- Other languages
- What is that your community logo?
- Could be a bit more
- Exciting for younger people to notice
- A bit more to stand out
- Not sure what the push pin sign means, looks like a magnifier glass

- Nothing but what it is. However if no one shows what a community hub is then it's a mystery
- The second sign had too much information and could confuse people. Maybe the more mature in our society
- Not much needs to be more explicit, not everyone is the same or have the same understanding
- Explanation as to what the sign means, not user friendly
- List of facilities tools are dull and not vibrant- Rothwell community hub
- More publicity as to how welcome and friendly it is would be helpful
- It should say free and open to all
- Nothing
- Very plain does not say anything
- Good strong font
- What is the logo on the left hand side for it looks like a magnifier glass
- Not clear what it means
- A hub is a centre of a wheel
- The community facilities would be represented by the spokes
- Coming into one central space
- The main sign has too much information on.....is it all necessary
- Opening times essential
- Does Leeds City Council logo show up enough suggest to put it up at the top
- Expensive sign due to sign
- Says nothing, not clear, good mix of community older and younger, warmer feeling
- One central space
- Not clear what it means
- It gives the basic information but the customer/client may not notice it
- Would you rather the money to be spent on the signs or on the services and delivery
- Customer journey
- To someone locally arranged facilities
- Not clear what it means
- Don't like the word hub
- First sign not clear what a C hub actually is
- Second sign too wordy, Leeds crest needs to be bigger
- Leeds sign larger
- Not a lot at the moment as I have not seen before
- Gives information as requested
- It tells me what it is and very clearly and helps the community with a lot of issues
- Meeting people and feeling welcome
- The place
- Not a lot I'd have to ask
- See over leaf
- Absolutely ambiguous
- It is good for people to go to
- That everything you offer in Rothwell is in there
- Positive approach to quality

## Given LCC crest and Leeds City Council – what would you expect to see inside a Community Hub showing this crest?

### You said:

- As many LCC facilities as possible
- Signage with leaflets with heading
- All sorts of things and variety of things
- Local information
- Libraries, one stop centre and job shops
- I.T Classes
- Community groups using services
- That they are professional there and that they can help you
- Professional people inside that are helpful and welcoming
- It belongs to LCC and you should be able to access all of their facilities
- The sign however does not show how high it is or low as the positioning of the signs is paramount to the people it concerns
- The crest of Leeds City council written out as some people may not know about the crest
- Rothwell community hub- I might not know, does everyone know that these services have been combined in one building and not city centre
- Needs an identifiable character, more user friendly and readily recognised
- Push pin not recognised as such
- Rothwell community hub- Something to advise this is the place to be able to resolve any problems they have by changing their attitudes to the money they have in their hands
- How to seek work and how to lower any stresses they have in their lives
- Probably by means of a design
- I might not know what is inside this building, it does not look inviting and could put people off
- Crest should be at the top
- All the facilities that the council provide with stuff to help you access the facilities you need
- Crest larger and LCC at the top corner
- Too wordy, not enough communication about a community hub, cut down the words
- You can use instructions rather than option
- Wording too small for Leeds Council Services
- Suggested as Leeds city delivers so much for local people so let's be proud of it
- Crest larger at the top
- I would expect that the service level should meet Leeds City Council standards
- Allow some degree of redress is standard fall short
- Signposting further information where appropriate
- A full array of services needed by the local community
- Crest should be put at the top
- What happens when new services are introduced will signs have to be changed?
- Council services and information
- Library, Computers, One Stop for Housing and Social services
- Different schemes for all ages as well as general business
- Toilet facilities

- A lot of different people with separate needs mainly from Leeds City Council
- Years ago these facilities all had separate buildings but I think the community is a really good idea for bringing people together and solving problems at the same time
- Welcoming
- It belongs to the council
- Some sort of council services but maybe just a local service not realising that benefits are dealt with there
- It is ok
- Sign for Leeds is fine
- Great friendly, honest service from staff and facilities and activities
- More on the list
- What is there
- Reassuring aspect

### **What do you think of the name 'Community Hub'?**

**You said:**

**Like - 12**

**Neutral-13**

**Dislike-10**

- Shorter like PO- Post Office
- What is wrong with the word centre
- If you do not know what is going on in there then it confuses people
- Prefer CH to be names as Rothwell Community Offices
- It does not impress or negative
- Community hub only if people know about the hub
- Rothwell- name may be a bit formal
- Many people may not know who they are and considered to be part of a community and therefore not welcome
- Name is not that important but still needs to be understood
- Why have a name, why not use a logo or design
- It does not tell a lay person what it means
- Is it a community centre?
- Not sure about a community hub it sounds like a community centre
- Just appears as though it is a community centre
- There is a large amount of information
- Library services this is a bit too much
- Needs to be clear its council services
- Not clear what it actually is
- May be confused with community centres which are different
- You are welcome
- Does not explain what this means
- I know it is for the community but it does not reflect who is providing this service so there should be something like- Leeds Council- Public Services. Council for people, council at your service then the name

- I like the sign
- I have not used the hub but have used the library
- Sign should say your community
- The name hub is not understandable by the elderly

### Any other comments you would like to tell us?

#### You said:

- Perhaps a cross under the pin as X marks the spot
- It's a modern name
- Fantastic what the council is doing with buildings
- All the service you run from the community hub needs to be publicised clearly and prefer the signpost before to say rent office but combined services people get confused
- Times are confusing outside it
- Reads as though all services are available at these times
- Community hub, what does it mean. Need to explain
- Using a name created more work for the staff that are probably over worked already since they have to explain what is done.
- Your community logo not recognised with no publicity and I don't know what it signifies
- The logo in the bottom corner does not mean anything to me (pin)
- Things need to be made more clear and a list of all services needs to be posted on a noticeboard
- I have visited a community hub but do not live near one
- None
- I have no complaints
- Should give details of what services are there and also when services have changed location and advise where they have gone
- Our council is doing so much for us at providing different services under one roof so Leeds City Council should be addressed in the name
- Could you get someone to grit the disabled ramp at the central library as not to leave it icy or slippery for days on end during winter
- Can you get better cleaners and toilet facilities in working order at Central Library. Also stocked up with soap (never any soap or toilet roll/hand towels) where applicable
- Probably community commitment







### **Table Exercise 3**

#### **Our Standards**

This is about what the Council service standards should be and we have discussed these previously at one of our Focus Group meetings.

We want to know if these standards are still relevant now and what should be the standards you see when walking into a Council building.

**Please see our current standards pictured below:**





### One Stop Centres – Our Standards

We will aim to deal with your enquiry within 15 minutes of you entering the building.

We will give you a survey form to record your opinion of the service and we will give you the opportunity to say how the service should be developed.

The One Stop Centres will be accessible, clean, presentable and pleasant to use at all times.

We will wear name badges so you know who we are. If we have to pass your enquiry to a colleague, we will give you their name.

We will be courteous and helpful. We will listen to you and deal with your enquiry efficiently, quickly and fairly.

We will communicate with you using language that is clear and easy to understand.

If you need to discuss a sensitive or confidential issue, we will arrange for you to be seen in private.

Council leaflets and information can be made available in other languages, large print, audio tape, or Braille, as appropriate.

We will arrange an interpreter for you, by appointment, if English is not your first language, or if you use British Sign Language.

We welcome and encourage your feedback and will try to resolve any complaints on the spot. Where this is not possible, we will acknowledge your complaints within three working days and provide a full response within 15 working days.

We will acknowledge emails to publicly advertised email addresses within one working day and provide a fuller response as early as possible, but certainly within 10 working days.

We will answer your telephone calls promptly and professionally (calls are handled by the Contact Centre).

We will respond to your written correspondence within ten working days.

### **Table exercise 3 – Service Standards (outcomes from table exercise)**

#### **On starting a fresh, what standards should be in place in any public facing Council building?**

##### **You said:**

- Keep clean, presentable and accessible
- Name badges
- Courteous and helpful
- Communicate
- Sensitive and confidential
- Surveys and combine with welcome feedback
- Do away with e mails/telephone calls and written correspondence

- Reduce times to five minute's
- Remove paper surveys and have electronic buttons with smiley and sad faces
- Keep points three to six
- Provide that space is available
- Might now include information on large screens
- Keep number 9
- Renew time period
- Fuller response too long in coming
- Keep number 13
- Be seen within 5 minutes
- Not OSC community hub needed
- Paper optional but install electronic system
- 3 and 4 ok
- 5 zero tolerance needed for customer standard
- 6 ok
- Ok and visual TV
- 8 and 9 ok
- 10 review time period
- 11 ok too long
- 12 delete
- 13 review
- Need to add meet and greet within one minute to assess your needs one enquiry at a time
- All ok
- 1- to aim to welcome all clients/customers fairly (religion, race and gender)
- 2- The centre should be accessible by ability
- 3- Signs should be clearly marked
- 4- name badges
- 5- Information (access) languages
- 6- Access to confidential space
- 7- Standard a responsibility of customers
- 8- Screen available leaflets
- 1- Timing ok
- OSC's/Hubs
- 2- Too many paper surveys
- 3/4/6 to 13 as is
- 5- Is as we expect customers to treat
- Clean presentable environment
- Wear name badges
- Private room available
- Take surveys out use Like buttons on exit
- Staff to be courteous, helpful and friendly
- Do away with the time- now different services

- Keep- Accessible, clean, presentable, name badges, Courteous and helpful, will listen, sensitive and arrange private room
- Keep survey forms should you wish to give us feedback
- No need to talk about e mails, telephone and front facing service
- Discussed and agreed
- Aim to deal with enquiry's within 10 minutes of you entering building
- Certain council phone numbers should be free 0800
- Automated calls should be made clearer and a call
- back service would be good
- Full response from e mails should be answered within 7 working days
- Faulty computers out of order to be fixed within 5 working days
- More welcoming atmosphere
- Sometimes when you ring it says the lines are busy and you are on the phone for a long time, it costs you a lot of money. Council should have a free phone number 0800.....
- Every home should get a leaflet through the letter box with the council bills/council tax
- Council is running from community hub
- We need to keep our library's and our face to face reporting repairs
- Your standards are agreeable at one stop centres
- To stress no bad language or threatening behaviour by customers or they will be asked to leave by security and entry not dealt with
- More options on automated phone system- anything else option
- Open on Saturdays and Sundays
- Automated phone system needs to be clearer- goes around the houses pressing numbers that don't apply
- I agree with the existing standards you've got it covered
- A person to welcome and direct to the correct area
- All points on standards agreed with it
- Reference sheet to take away after the meeting so you have a point of reference
- There are good except for number 11. I feel that 10 working days is a long time you are waiting for an answer and also complaints within 15 working days
- 1. Name badges- provide full name and service number
- Get rid of recording which plays. You can obtain this information on [www.leeds.gov.uk](http://www.leeds.gov.uk), not everybody has got a computer
- All standards seem ok
- It's really good keep exactly how it is
- Keep as it is
- Keep it as it is
- I think that sometimes the 15 minute wait can be a bit judicious but in general these days things have changed as customers do not have 5 minute's for short queries When on line they have different trained staff for different queries for example, Housing benefit with Customer Service Officers. The whole good scheme of things is a good thing for people on benefits who could not afford a washer as they can get a referral to St Jude's for a good £10.00 charge only.
- The staff should be courteous and helpful
- Sensitive issues or confidential issues can be discussed in private

- Telephone calls promptly
- You can be seen in 15 minutes- some people need more time to discuss their problems. I am sure most people will understand if waiting times are longer. It is good that you can be seen in private
- Direct information of all facilities and hours of business
- That the staff be courteous, helpful and be able to deal with the problems in the community, and so people don't have to wait forever and once they have finished they go away satisfied with the results
- Standards of the one stop centres are quite a good set of standards. Hitting the 15 minutes cannot always be kept to and this should be made clear. Most of the other standards are good and should be kept if possible
- One Stop Centres to be helpful, council information leaflets should be there also and staff should be professional and not hurry you
- I feel the constraint of 15 minutes is too much pressure on staff and also for some customers they may feel pressured to conclude their business quickly if there is a long queue. Should be 20 minutes or as quickly as possible
- It is how the service should be, Just perfect
- One thing about the word language (used for communicating) It should say "using plain English"
- Interpreter service- To save money can we ask or encourage people to bring somebody with them who can speak English
- We will check with you how you would like to be addressed rather than calling you by your first name without your permission
- Nothing to add
- Certainly within the working day
- Don't need to mention your contact centre
- 15 minutes? Sometimes longer at GGST
- Survey form- not confidential staff have access to them and could weed out any unfavourable comments on them
- Name badges- Staff at Garforth library have their badges the other way round so you can't see their name .When you ask them what their name is and tell them you are going to complain they reply by saying they do not have to give you their name
- I never receive any feedback so I wonder a) do the forms get through b) If they get through does anyone read them.
- Accessible and clean- Central library and Otley toilets
- Courteous- Job club at GGS sometimes verging on been rude. (not all of the staff but some of them)
- Sensitive and confidential- GGS jobshop facilitators don't talk they shout
- The standards are good and it's a pity that they aren't always adhered to. I've found that often the only way to get things done is to complain to the elected councillor for leisure services

## Comments and questions following this exercise:

**Waiting times** – Staff need more time to discuss problems and more complex enquiries so 15 minutes is not a reasonable expectation. It was suggested to not state a time and don't mention this in the standards.

Happy with current standards and the Meet and Greet role is very important. Nice to know you're in the right place and very welcoming. We like floor walkers and meet and greet.

Opening of Saturdays and Sundays and enquiries should be 10 minutes.

Calling the Contact Centre – a customer commented about this and asked if there is an alternative service as finds it confusing in which lines they need to press for services. Issues with the Contact Centre and confusing messages for this service. Susan will feed this back to the Contact Centre.

Customer likes the current standards.

**Q:** Interpretation – a customer suggested that to save money customers could bring someone with them who can speak English.

**A:** Jayne Grant (Interpretation & Translation Manager) responded to this by saying that the Interpretation service is always trying to keep costs down and provided an update on how the team do this. For less complex enquiries a customer can bring someone with them to help them. Jayne reported that all non-English customers have the opportunity to learn English for free and we provide ESOL classes for people to learn English and help them integrate into the community.

**Q:** Can centres use their staff to interpret?

**A:** We prefer to use interpreters rather than staff as interpreters are fully trained and qualified to be able to do this. We do let staff do this if they are using their own language but we encourage customers to use a qualified interpreter.

A discussion took place about using young children to translate and issue with this as people have been keeping children off of school to use them for interpretation. An age restriction has now been put in place in order to stop this from happening so the minimum age is 18 to be able to do this. This is unless there is an emergency situation which has to be reported and dealt with straight i.e a gas leak in a property etc.

Customers would like to be seen by a Floor Walker immediately on entering a building – this should be added to the current standards as an addition.

On the following standard – **'We will be courteous and helpful. We will listen to you and deal with your enquiry efficiently, quickly and fairly'**. Customers feel there should be a standard added about how we (staff) expect the customer to behave and what we expect from the customer. Customers are expected to bring information in with them in order for us to deal with their enquiry. It was reported that at some centres we have banners displayed to show how customers should behave and how we won't tolerate aggressive or threatening behaviour – Focus Group customers advised that they like this.

Customers are in favour of the paper survey form and these should be available but it was also suggested that like at airports, a self-service way to leave feedback via a smiley face system.

**2 Great George Street City One Stop Centre** – a customer commented about the queue at 2 GGS and being disabled and having to stand and wait get in the queue.

Seamus Doherty (Manager of the centre) advised that staff will talk to the customer and will ask them if they would like to sit down and wait rather than waiting in the queue. The member of staff/floor walker will save the customers place in the queue whilst they sit and wait. A customer can also approach a member of staff to request this also. Susan added that if customers are concerned and have issues with standing to please let a member of staff know and they will keep the customers place in the queue.

A customer commented that they like the ticket machine system and asked if a ticket system can be available at the centre. SM reported that there is a Queue Management Review taking place at the moment and we will be purchasing a new system soon. Floor Walkers place a key role in the queues at the moment.

A discussion took place about the Post Office at St John's Centre and customers used to be able to take a ticket and then sit and wait to be seen. There was mixed views on this system as some preferred to stand in a queue rather than take a seat.

A customer talked about 2 Great George Street and how the centre has been fully manned from day 1. The customer noted that she does not know how staff retain all of the information they do and they deal with so many different kinds of enquires.

Amanda (assistant Manager at 2 GGS) talked about the set-up of 2 GGS and advised that the centre is constantly developing on a day to day basis to meet the need of the customer. Self-serve, open booths, basic appointments, interview rooms for complex appointments are available and the Floor Walker role is such an important role at the centre.



## **Adam Sykes (Library Assistant from Horsforth Community Hub).**

Adam provided a quick update about what it is like doing a joint role (Library Assistant and Customer Services role). Adam talked about the refurb at Horsforth and how Library staff and Customer Services staff work really well together and that the dual role helps for enquiries to be dealt with straight away. There are teething problems with the Floor Walker role but this is only because of the lay out of the Library and shape of the building. Everybody pitches in and helps and supports one another – events are organised and everybody helps with this. Adam advised that he loves working as part of the wider team.



## **Other updates from Susan**

Leeds City Council's Corporate Contact Centre at West Gate will be having open days on 18<sup>th</sup> and 19<sup>th</sup> October at West Gate. This will give customers the opportunity to look around centre, see how it runs and speak to staff that work there. Thank you to the customers that provided their information and interest to attend and the Contact Centre team will be in touch with them to arrange directly.

Customer Service Excellence – We will be undertaking our annual assessment on Thursday 6<sup>th</sup> October 2016. The assessor Nigel Hunt will be seeing if we still meet the accreditation and our 5 new Community Hubs will be assessed (Moor Allerton, Pudsey, Kippax, Rothwell and Horsforth).

## **Benchmarking**

Customers were asked to complete a benchmarking survey during the event and Susan asked 'How does our customer service compare to other organisations?' A customer commented that we compare well and we are doing good. Results of the survey can be found over.

George Vitzthum reported that the services we provide are better than Germany and France and we need to appreciate what services we have get here in Leeds and to think ourselves lucky! Thank you for this lovely feedback!

On that lovely note the meeting came to a close and the £50 prize draw took place.

### **£50 Survey Draw Winner.....**

**The winner was Mrs Jean Lake. Congratulations!**





**We would like you to compare your last visit at a Community Hub, One Stop Centre or Library with your last visit at a post office and/or a GP Reception and/or a bank and/or your last use of public transport.**

**For each section below please tick the statement(s) that best gives your view. Tick all boxes that apply to you**

**Waiting to be seen** – The waiting time at the Community Hub, One Stop Centre or Library was:-

Much longer than	Post Office	4	GP Reception	7	Bank	0	Public Transport	4
Longer than	Post Office	2	GP Reception	2	Bank	0	Public Transport	0
The same time as	Post Office	12	GP Reception	8	Bank	8	Public Transport	5
A shorter time than	Post Office	7	GP Reception	10	Bank	8	Public Transport	5
A much shorter time than	Post Office	6	GP Reception	4	Bank	7	Public Transport	6

**Helpfulness of staff** - The staff at the Community Hub, One Stop Centre or Library were:-

Much less helpful than	Post Office	0	GP Reception	0	Bank	1	Public Transport	3
Less helpful than	Post Office	2	GP Reception	4	Bank	4	Public Transport	1
As helpful as	Post Office	16	GP Reception	16	Bank	14	Public Transport	5
More helpful than	Post Office	8	GP Reception	4	Bank	4	Public Transport	7
Much more helpful than	Post Office	4	GP Reception	2	Bank	4	Public Transport	6

**Overall quality of service –** The service at the Community Hub, One Stop Centre or Library was:-

Much poorer than	Post Office	0	GP Reception	0	Bank	0	Public Transport	2
Poorer than	Post Office	0	GP Reception	0	Bank	2	Public Transport	1
The same as	Post Office	9	GP Reception	10	Bank	8	Public Transport	4
Better than	Post Office	9	GP Reception	10	Bank	8	Public Transport	6
Much better than	Post Office	0	GP Reception	2	Bank	4	Public Transport	6

**The facilities for customers –** The facilities at the Community Hub, One Stop Centre or Library are:-

Much poorer than	Post Office	0	GP Reception	0	Bank	0	Public Transport	2
Poorer than	Post Office	0	GP Reception	0	Bank	1	Public Transport	0
The same as	Post Office	5	GP Reception	9	Bank	10	Public Transport	4
Better than	Post Office	8	GP Reception	7	Bank	5	Public Transport	5
Much better than	Post Office	12	GP Reception	4	Bank	7	Public Transport	7

**Is there anything else you would like to comment about?**

No comments made.

At the end of the Focus Group, we asked you to complete a feedback form to tell us how you found the event.

These are the questions we asked and how you responded:

4 is – completely agree

1 is – completely disagree

Question	1	2	3	4	No answer
I enjoyed the event and was pleased to be invited				31	
It was good to see managers attending the event				31	
Leeds City Museum is an appropriate venue			3	28	
The layout of the room was appropriate for the event			8	22	1
The catering was appropriate and sufficient			1	29	1
The overall length of the event was appropriate			2	29	
Would you like to attend the next Focus Group?	Yes: 30			No: 1	

### You said:

Could we visit one of the new Hubs with amalgamation of the Libraries?

I enjoyed the event and learned so much. Well done Leeds City Council for its forward thinking policies

Great Friendly event



**An enormous thank you to those who attended and for contributing your opinions. These opinions will help us to shape and improve our service.**

**We will look forward to seeing in 2017 at our next event (date tbc).**



**Report of Head of Governance Services and Scrutiny Support**

**Report to Scrutiny Board (Citizens and Communities)**

**Date: 7<sup>th</sup> November 2016**

**Subject: Scrutiny Inquiry into reducing repeat customer contacts through tackling failure demand.**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**1. Purpose of this report**

- 1.1 At the beginning of the municipal year, the Assistant Chief Executive (Citizens and Communities) and the Executive Member for Communities highlighted the need to reduce unnecessary repeat customer contact as one of the directorates' Service Review priorities for the next three years. Failure demand is seen as a fundamental contributor to repeat customer contact with the Council. Although it is impossible to state categorically, estimates put the level of failure demand within the organisation at approximately 15-20% of all contact to the corporate contact centre, which has a significant impact on resource levels.
- 1.2 It was recognised that the Citizens and Communities Scrutiny Board could assist in providing a strategic focus on the aspects of service delivery (Strategy, Policy, Structure, Process and/or Information) which generate failure demand within the organisation rather than this being viewed narrowly as a customer service issue.
- 1.3 The Board agreed to hold a working group meeting to discuss the potential scope for this inquiry, with the intention of bringing the draft terms of reference to its November meeting for consideration and formal agreement. The draft terms of reference are attached as appendix 1.
- 1.4 As set out in the draft terms of reference, the purpose of the first inquiry session is to consider evidence in relation to the following key areas:

- The general determinants of service failure and the key factors that contribute to receiving repeat customer contact (focusing on policy, people, process and information).
- The extent to which customer services can implement solutions that help identify customers who repeatedly contact the council due to service failure with the aim of mitigating the impact on their health and wellbeing.

1.5 The Chair agreed to use today's meeting to undertake this first session. As such, representatives from the Citizens and Communities directorate will be attending to provide a presentation in relation to the above key areas.

## **2. Recommendation**

2.1. Members are requested to note the presentation and discussion during today's meeting and formally agree the terms of reference for its forthcoming inquiry into reducing repeat customer contacts through tackling failure demand.

## **3. Background documents<sup>1</sup>**

3.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

### REDUCING REPEAT CUSTOMER CONTACT THROUGH TACKLING FAILURE DEMAND

#### DRAFT TERMS OF REFERENCE

#### 1.0 Introduction

- 1.1 Resolution at the 'First Point of Contact' is the panacea of customer service in that it delivers fulfilment to the customers with minimal impact on the organisation because it is a 'one and done' approach. The level of contact which an organisation receives because of the failure to do something, or get something right, for the customer (such as confusing letters, overly complicated processes, missed appointments or deadlines, staff errors, contractor delays) is regarded as 'failure demand'.
- 1.2 At the beginning of the municipal year, the Assistant Chief Executive (Citizens and Communities) and the Executive Member for Communities highlighted the need to reduce unnecessary repeat customer contact as one of the directorates' Service Review priorities for the next three years. Failure demand is seen as a fundamental contributor to repeat customer contact with the Council. Although it is impossible to state categorically, estimates put the level of failure demand within the organisation at approximately 15-20% of all contact to the corporate contact centre, which has a significant impact on resource levels.
- 1.3 It was recognised that the Citizens and Communities Scrutiny Board could assist in providing a strategic focus on the aspects of service delivery (Strategy, Policy, Structure, Process and/or Information) which generate failure demand within the organisation rather than this being viewed narrowly as a customer service issue. In particular, the Scrutiny Board could assist in facilitating the targeted work already being undertaken as part of the internal Service Review with those service areas that create the highest volume of customer contacts with the Contact Centre (i.e Housing Leeds, Council Tax and Housing Benefits). Such work aims to establish why customers are getting in touch; what particular service failures they are reporting; identifying areas of failure/blockage; and identifying what actions are required to tackle failure demand within those service areas.
- 1.4 In agreeing to undertake this inquiry, the Scrutiny Board also recognised the merit in assessing the extent to which customer services can implement solutions that help identify customers who repeatedly contact the council due to service failure with the aim of mitigating the impact on their health and wellbeing.

- 1.5 Whilst acknowledging that this inquiry will be focusing on reducing repeat customer contact through tackling failure demand, the Scrutiny Board will also be mindful to acknowledge where any wider customer access solutions are identified to help alleviate resource pressures on the Customer Contact Centre, which may also warrant further Scrutiny involvement in the future.

## **2.0 Scope of the inquiry**

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- The current understanding of the general determinants of service failure and the key factors that contribute to receiving repeat customer contact (focusing on policy, people, process and information).
  - The extent to which customer services can implement solutions that help identify customers who repeatedly contact the council due to service failure with the aim of mitigating the impact on their health and wellbeing.
  - The existing expectations shared between the Corporate Contact Centre and the Housing Leeds service areas.
  - The current understanding of the determinants of service failure linked to Housing Leeds service areas and particularly the factors that contribute to receiving repeat customer contact.
  - The existing expectations shared between the Corporate Contact Centre in relation to Council Tax and Housing Benefit service areas.
  - The current understanding of the determinants of service failure linked to the Council Tax and Housing Benefit service areas and particularly the factors that contribute to receiving repeat customer contact.

## **3.0 Desired Outcomes and Measures of Success**

- 3.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious and others may become apparent as the inquiry progresses and discussions take place.
- 3.2 The main objective of this inquiry is to assist the Citizens and Communities directorate in providing a strategic focus on the aspects of service delivery (Strategy, Policy, Structure, Process and/or Information) which generate failure demand within the organisation.
- 3.3 The key outcomes sought from the inquiry are:
- To better understand the determinants of failure demand within the organisation.



- To propose key actions that can be taken to tackle the determinants of failure demand;
- To make the case for an organisational response to tackling failure demand which extends beyond it being seen as a purely customer services issue;
- To reduce the level of contact into the contact centre due to failure demand.

#### **4.0 Comments of the relevant Director and Executive Member**

- 4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

#### **5.0 Timetable for the inquiry**

- 5.1 The Inquiry will take place over a number of sessions. These sessions will also involve working group meetings with stakeholders, which will provide flexibility for the Board to gather and consider evidence.
- 5.2 The length of the Inquiry is subject to change. However it is anticipated that a final report will be produced by March 2017.

#### **6.0 Submission of evidence**

##### **6.1 Session one – 7<sup>th</sup> November 2016**

To consider evidence in relation to the following:

- The general determinants of service failure and the key factors that contribute to receiving repeat customer contact (focusing on policy, people, process and information).
- The extent to which customer services can implement solutions that help identify customers who repeatedly contact the council due to service failure with the aim of mitigating the impact on their health and wellbeing.

##### **6.2 Session two – December 2016 - working group meeting (date tbc)**

To consider evidence in relation to the following:

- The existing expectations shared between the Corporate Contact Centre and the Housing Leeds service areas.
- An analysis of the determinants of service failure linked to Housing Leeds service areas and particularly the factors that contribute to receiving repeat customer contact.

### 6.3 **Session three – January 2017 - working group meeting (date tbc)**

To consider evidence in relation to the following:

- The existing expectations shared between the Corporate Contact Centre and the Council Tax and Housing Benefit service areas.
- An analysis of the determinants of service failure linked to the Council Tax and Housing Benefit service areas and particularly the factors that contribute to receiving repeat customer contact.

### 6.4 **Session four – February 2017 - working group meeting (date tbc)**

To consider the findings and potential recommendations arising from this inquiry.

### 6.5 **Session five – 13<sup>th</sup> March 2017**

To agree the Board's inquiry report.

## 7.0 **Witnesses**

7.1 The following have been identified as possible contributors to the inquiry, however others may be identified during the course of the inquiry:

- Assistant Chief Executive (Citizens and Communities)
- Executive Member for Communities
- Chief Officer Customer Access
- Head of Customer Contact
- Citizens@Leeds Development Team Lead
- Representation from Customer Service Officers
- Representation from Housing Leeds
- Representation from Council Tax and Welfare and Benefits

## 8.0 **Equality and Diversity / Cohesion and Integration**

8.1 The Equality Improvement Priorities have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

**9.0 Post inquiry report monitoring arrangements**

- 9.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

DRAFT

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Report author: Angela Brogden  
Tel: 247 4553

## Report of Head of Governance Services and Scrutiny Support

### Report to Scrutiny Board (Citizens and Communities)

**Date: 7<sup>th</sup> November 2016**

**Subject: Work Schedule**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### Summary of main issues

1. The Board's work schedule is attached as appendix 1. This will be subject to change throughout the municipal year.
2. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 19<sup>th</sup> October 2016, for the Board's information.

### Recommendation

3. Members are asked to consider the work schedule and make amendments as appropriate.

### Background documents<sup>1</sup>

4. None used

<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Area of review	Schedule of meetings/visits during 2016/17		
	June	July	August
<b>Development of a revised Council Tax Support Scheme</b>		Initial briefing and agreeing terms of reference. SB 25/07/16 @ 10 am	
<b>Safeguarding issues linked to the night time economy.</b>			
<b>Reducing repeat customer contacts</b>			
<b>Briefings</b>	Scrutiny Board Terms of Reference and Sources of Work SB 27/06/16 @ 10 am		
<b>Recommendation Tracking</b>		Universal Credit SB 25/07/16 @ 10 am	
<b>Performance Monitoring</b>			

## Scrutiny Board (Citizens and Communities) Work Schedule for 2016/2017 Municipal Year

Areas of review	Schedule of meetings/visits during 2016/17		
	September	October	November
<b>Development of a revised Council Tax Support Scheme</b>	Session 2 on the inquiry WG – 19/09/16 @ 1.30 pm  Session 3 of the inquiry WG – 28/09/16 @ 1 pm	Session 4 of the inquiry WG – 4/10/16 @ 10 am  Session 5 of the inquiry WG – 18/10/16 @ 1.30 pm	Agree final report SB 07/11/16 @ 10 am
<b>Safeguarding issues linked to the night time economy.</b>		Overview of actions taken within Taxi and Private Hire Licensing and Entertainment Licensing. SB 10/10/16 @ 10 am	
<b>Reducing repeat customer contacts</b>		Scoping terms of reference WG – 6/10/16 @ 2pm	Agree terms of reference and introductory session SB 7/11/16 @ 10 am
<b>Briefings</b>	Future changes to the Leeds Advice Consortium. SB 12/09/16 @ 10 am		The roll out of Community Hubs SB 7/11/16 @ 10 am
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>			
<b>Recommendation Tracking</b>	Migration in Leeds SB 12/09/16 @ 10 am  Development of Community Committees SB 12/09/16 @ 10 am	Development of Community Hubs SB 10/10/16 @ 10 am	
<b>Performance Monitoring</b>	Performance Update SB 12/09/16 @ 10 am		

Key: SB – Scrutiny Board (Citizens and Communities) Meeting

WG – Working Group Meeting



## Scrutiny Board (Citizens and Communities) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	December	January	February
<b>Reducing repeat customer contacts</b>	Session 2 of the inquiry (tbc)	Session 3 of the inquiry (tbc)	Session 4 of the inquiry (tbc)
<b>Briefings</b>			
<b>Budget &amp; Policy Framework/pre-decision Scrutiny</b>		2017/18 Initial Budget Proposals SB 09/01/17 @ 10 am	
<b>Recommendation Tracking</b>			Universal Credit SB 13/02/17 @ 10 am
<b>Performance Monitoring</b>		Performance Update SB 09/01/17 @ 10 am	

## Scrutiny Board (Citizens and Communities) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	March	April	May
Reducing repeat customer contacts			
Briefings			
Budget & Policy Framework/pre-decision Scrutiny			
Recommendation Tracking	Migration in Leeds SB 13/3/17 @ 10 am  Development of Community Committees SB 13/3/17 @ 10 am	Development of Community Hubs SB 10/04/17 @ 10 am	
Performance Monitoring			

## EXECUTIVE BOARD

WEDNESDAY, 19TH OCTOBER, 2016

**PRESENT:** Councillor J Blake in the Chair

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, R Lewis,  
L Mulherin, M Rafique and L Yeadon

**79 Exempt Information - Possible Exclusion of the Press and Public**  
**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 1 to the report entitled, 'Vine: Proposal to Transfer to Leeds City College', referred to in Minute No. 94 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it relates to the financial or business affairs of particular persons, or organisations, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is to be used as part of one to one negotiations in respect of the leases of these properties in this report, it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would, or would be likely to prejudice Leeds City Council's commercial interests in relation to other similar transactions of other similar properties.

**80 Late Items**

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Outcome of the Call In of the Decision taken at Executive Board on 21<sup>st</sup> September 2016 in relation to the 'Better Lives Programme: Phase Three: Next Steps and Progress Report'. This report had been submitted as a late item of business, as this matter, originally considered by Executive Board on 21<sup>st</sup> September 2016, had been the subject of the Call In procedure, and as such was considered by the Scrutiny Board (Adult Social Services, Public Health & NHS) on 11<sup>th</sup> October 2016, which resolved to refer the matter back to Executive Board for reconsideration. The Scrutiny report detailing the outcomes of that Call In meeting was circulated on the 14<sup>th</sup> October 2016, as required. Given the statutory requirement to publish the Executive Board agenda by the 11<sup>th</sup> October 2016, there was not the opportunity to include such matters in the published agenda. However, the

Draft minutes to be approved at the meeting  
to be held on Wednesday, 16th November, 2016

Council's Executive & Decision Making Procedure Rules require that where a Scrutiny Board resolves that a decision is to be referred back to the decision taker for reconsideration, where this is the Executive Board, the report is to be submitted to the next meeting of the Executive Board. As such, with the agreement of the Chair, the matter was submitted for consideration as a late item of business (Minute No. 83 refers).

In addition, and also with the agreement of the Chair, prior to the meeting, Board Members were provided with an updated version of paragraph 4.5.4 to agenda item 16 (Vine – Proposal to Transfer to Leeds City College) for their consideration (Minute No. 94 refers).

**81 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'Sustainability and Development of Cultural Organisations in New Briggate', Councillor Yeadon drew the Board's attention to her position as a member of the Leeds Grand Theatre Board and Opera House Board of Management (Minute No. 85 refers).

**82 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 21<sup>st</sup> September 2016 be approved as a correct record.

**HEALTH, WELLBEING AND ADULTS**

**83 Outcome of the Call In of the Decision taken at Executive Board on 21st September 2016 in relation to the 'Better Lives Programme: Phase Three: Next Steps and Progress Report**

Further to Minute No. 60, 21<sup>st</sup> September 2016, the Director of Adult Social Services submitted a report which presented the outcome of the Scrutiny Board (Adult Social Services, Public Health & NHS) Call In meeting held on 11<sup>th</sup> October 2016, and which addressed the recommendations made by the Scrutiny Board in its statement when referring the matter back to Executive Board for reconsideration. Finally, Executive Board was invited to further consider those decisions taken on 21<sup>st</sup> September 2016, in light of the recommendations made by the Scrutiny Board.

For those reasons set out within the submitted report, and as detailed at Minute No. 80, the Chair agreed for this matter to be considered as a late item of business.

The Board paid tribute to the extensive and detailed consideration that the matter had been given by the Scrutiny Board on 11<sup>th</sup> October 2016.

In presenting the report, the Executive Member undertook to work with any individuals and families who were affected by any actions taken as a result of the decisions made by the Board on this matter.

Responding to a specific enquiry, the Board received an update with regard to the current position in respect of the Manorfield House site. With regard to the current 9 residents at Manorfield House, the Board was assured that they would be guaranteed to receive a level of provision which was at least equal in quality, if not better, to the standard of their current provision, with the caveat that should an individual or the family of that individual choose provision that was rated less than their current standard, then where appropriate, checks may be duly undertaken in order to ensure that that choice was in the individual's best interest. In addition, the Board also received assurances regarding the due regard which had been given to the equality impact procedures in respect of Manorfield House.

Also responding to an enquiry, Members received clarification regarding the occupancy numbers in respect of the Radcliffe Lane Day Centre, and that, as appropriate, further information would be provided to the Member in question in response to the enquiry raised.

With regard to The Green, responding to a Member's enquiries, the Board noted that the intention was to utilise the facility for immediate care / recovery beds, subject to further discussion and agreement with NHS commissioners. However, if such agreement was not reached and the new facility was not progressed, then the current facility would need to be closed. Also, it was confirmed that should this circumstance arise, a further report would be submitted to the Board on this matter, and that in any event, the Board would be kept up to date on the progress of these issues.

It was confirmed that with the agreement of Group Whips, the ordering of the business at the 9<sup>th</sup> November 2016 Council meeting would be amended in order to facilitate Member comment upon this matter.

In discussing the provision of adult social care in the city, together with the role of the Council and other providers, emphasis was placed upon the importance of ensuring that older people in the city had access to good quality adult social care provision, with the role and involvement of Elected Members being highlighted. Emphasis was also placed upon the importance of the relationship between Elected Members and the Adult Safeguarding Board in terms of safeguarding the welfare of older vulnerable citizens.

In conclusion, the Chair reiterated the importance of continuing to highlight the level of resource that the Local Authority needed in order to ensure that there were the necessary levels of social care provision for older people in the city.

#### **RESOLVED –**

- (a) That the Scrutiny Board's recommendations, as detailed at 3.2.1 to 3.2.6 of the submitted report, be accepted, subject to the additional comments in relation to The Green, as per resolution (b) below;
- (b) That the original decisions taken by the Executive Board on 21<sup>st</sup> September 2016, be re-affirmed, subject to The Green being retained until there can be a seamless transition to the new facility, with it being

noted that the establishment of that new facility is subject to agreement with NHS commissioners, and it also be noted that if such agreement was not reached and the new facility was not progressed, then the current facility would need to be closed;

- (c) That it be noted that a further report will be submitted to Executive Board in order to update the Board on the transition of The Green to the new facility;
- (d) That it be noted and highlighted that the input of the Scrutiny Board is appreciated, and that it also be noted that the Scrutiny Board will be kept informed in order to enable it to monitor the progress made against any decisions taken.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decision to re-affirm the resolutions made on 21<sup>st</sup> September 2016 as referred to within this minute, whilst under the same provisions, Councillor Golton required it to be recorded that he voted against the decision to re-affirm the resolutions made on 21<sup>st</sup> September 2016 as referred to within this minute)

(In accordance with the Council's Executive and Decision Making Procedure Rules, the matters referred to within this minute were not eligible for Call In, as the power to Call In decisions does not extend to those decisions which have been the subject of a previous Call In. The Executive's decisions in respect of such matters were originally taken by the Board on 21<sup>st</sup> September 2016 (Minute No. 60 refers) and subsequently Called In. The Scrutiny Board (Adult Social Services, Public Health & NHS) considered the Call In on 11<sup>th</sup> October 2016 and referred the matter back to the decision taker for reconsideration, with those decisions being further considered by Executive Board at today's meeting (19<sup>th</sup> October 2016)

## **ENVIRONMENT AND SUSTAINABILITY**

### **84 Parks and Countryside Attractions Development Plan**

The Director of Environment and Housing submitted a report which sought support to the principle of continuing the process of improving attractions at Tropical World, Home Farm and Lotherton Hall Bird Garden. In addition, the report also highlighted the discussions which had taken place regarding the potential to develop an aerial adventure course within Roundhay Park.

Members highlighted the improved offer that the proposals would deliver, and noted how investment in such visitor attractions was able to act as a catalyst for growth in income, and as such making the facilities more sustainable.

In considering the proposals, Members discussed matters including associated consultation exercises, accessibility to the facilities, whilst in response to an enquiry, it was noted that the provision of parking facilities at the three sites would be taken into consideration when progressing the proposals.

**RESOLVED –**

- (a) That the principle of incurring expenditure to an estimated value of £3.1m in order to deliver the improvements to attractions which are outlined in the submitted report be approved, and that each phase of development at each site be subject to separate approvals, once detailed design and cost estimates are in place;
- (b) That the Chief Officer Parks and Countryside be requested:
  - (i) To implement proposals outlined in the submitted report that will continue the themed development of the visitor attraction elements of the Arnold and Marjorie Ziff Tropical World;
  - (ii) To enter into an agreement with 'Go Ape' regarding the establishment of an aerial adventure concession within Roundhay Park and to support the development of a detailed design from which planning consent is to be sought;
  - (iii) To develop plans and gain any necessary consent that may be required in order to implement the proposals outlined in the submitted report relating to the development of Lotherton Hall Bird Garden; and
  - (iv) To develop plans and gain any necessary consent that may be required in order to implement the proposals outlined in the submitted report relating to the development of Home Farm Temple Newsam.

**ECONOMY AND CULTURE**

**85 Sustainability and Development of Cultural Organisations on New Briggate**

Further to Minute No. 25, 22<sup>nd</sup> June 2016, the Director of City Development submitted a report which provided an update on the issues and opportunities regarding the regeneration of the area around New Briggate. In addition, the report also identified current proposals, and detailed the actions being taken by the Council and other stakeholders to re-energise the area.

Responding to an enquiry, Members were assured that the proposal to lease 34-40 New Briggate would be subject to support for the scheme being obtained from The Grand Theatre and Opera House Board, and also subject to a successful application for Arts Council funding being received, and if such funding was not obtained, then the matter would be resubmitted to the Executive Board for further consideration.

Members also highlighted the importance of ensuring that any wider proposals for regeneration in this area were of benefit to the whole of the city and were complimentary to those buildings which were key to Leeds' cultural offer, such as the Grand Theatre.

**RESOLVED –**

- (a) That the leasing of 34-40 New Briggate to Opera North Ltd. at market rent be approved, subject to support for the scheme from The Grand

Theatre and Opera House Board, a successful application for Arts Council funding and also the required planning approval;

- (b) That the agreement of the detailed terms for the disposal be delegated to the Director of City Development under delegated powers, with the matter being reported back to Executive Board;
- (c) That it be noted that the £750,000 currently in the capital programme to finance a reverse premium will no longer be required to fund landlord improvements at 34-40 New Briggate, and instead it is proposed that this funding contributes towards complementary public realm improvements as part of the wider regeneration of the New Briggate area, as outlined within Section 3.2 of the submitted report;
- (d) That officers reporting to the Director City Development be requested to continue partnership working in order to develop more detailed design of the public realm and the funding options to implement public realm improvements.

#### **86 Storm Eva: Recovery Update**

Further to Minute No. 21, 22<sup>nd</sup> June 2016, the Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the impact of Storm Eva in Leeds, specifically with respect to the recovery plan, lessons learned, flood alleviation proposals for the city and the support provided to those businesses and residents affected.

The Chair highlighted a cross-party delegation which had met with Therese Coffey MP, and also reiterated the importance of continuing to highlight to Government the need to ensure that Leeds received the required support in order to establish appropriate flood alleviation and defence mechanisms.

Responding to an enquiry, the Board received further information and clarification on the levels of take up in respect of the Community Support Scheme and also the Property Level Resilience Scheme.

Members also received an update regarding the actions being taken, in partnership with the Environment Agency, to clean up the River Aire.

Responding to an enquiry, officers undertook to provide Board Members with an update in respect of the work being undertaken around the compilation of riparian land ownership details in respect of the River Aire.

In conclusion, Members welcomed the regular updates that the Board had received on such matters since the events of Storm Eva in December 2015, and welcomed the submission of any further updates in the future, as and when appropriate.



**RESOLVED –**

- (a) That the updates detailed within the submitted report, including the details regarding the progress of the Strategic Recovery Plan, be noted;
- (b) That the progress regarding the recommendations from the lessons learned review, be noted;
- (c) That support be provided for the decision to formally close the Council's recovery phase of work and for remaining issues to now be allocated to 'business as usual' projects and programmes, or service delivery;
- (d) That approval be given for the additional Communities and Business Recovery Scheme initiative of £100,000 for phase two of the River Aire clean-up activity, subject to the Director of City Development consulting with the Local Enterprise Partnership;
- (e) That approval be given for the additional Communities and Business Recovery Scheme initiative of £150,000 to introduce a business growth scheme specifically to support Business Growth projects in affected areas, subject to the Director of City Development consulting with the Local Enterprise Partnership.

**EMPLOYMENT, SKILLS AND OPPORTUNITY**

**87 The Leeds Adult Learning Programme**

The Director of Children's Services submitted a report which outlined the delivery plans for the Council's Adult Learning programme for the 2016/17 academic year and which also summarised the achievements to date. The report presented the potential future changes as part of the proposals to devolve the Adult Education Budget to local areas and detailed the planned work to respond to this which would look to ensure that all citizens could continue to access provision and achieve positive outcomes.

Responding to a Member's enquiry, the Board received an update on the current position regarding the Government's proposed transfer of control of the Adult Education Budget to the West Yorkshire Combined Authority.

**RESOLVED –**

- (a) That the current programme offer and its contribution towards the achievement of Council objectives, be noted;
- (b) That the planned approach towards developing a place based approach to adult skills with local stakeholders under the proposed devolved funding arrangements, be supported;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Project and Programmes, Employment and Skills.

## **RESOURCES AND STRATEGY**

### **88 Financial Health Monitoring 2016/17 - Month 5**

The Deputy Chief Executive submitted a report which presented the Council's projected financial health position for 2016/17, as at month 5. The report reviewed the position of the budget and highlighted any potential key risks and variations at this stage of the financial year.

**RESOLVED** – That the projected financial position of the authority, as detailed within the submitted report, be noted.

### **89 Payment of a Minimum Hourly Rate of £8.25 to Leeds City Council Employees**

Further to Minute No. 50, 23<sup>rd</sup> September 2015, the Deputy Chief Executive submitted a report which provided an update on the progress made in the past twelve months as the Council worked towards paying a recognised living wage rate. In addition, the report also set out the further work which was proposed in order to support this commitment.

Responding to a Member's enquiry, it was noted that £8.25/hour was the current minimum pay rate as recommended by the National Living Wage Foundation, which was reviewed on an annual basis.

#### **RESOLVED –**

- (a) That the progress made in addressing low pay and in-work poverty issues amongst the workforce regionally, in response to signing the Low Pay Charter, be noted, and that it also be noted that whilst the Council is not an accredited Living Wage Employer, it is committed to the West Yorkshire Low Pay Charter and the Ethical Care Charter;
- (b) That the work that the Council is undertaking, as detailed within the submitted report, be noted, and that the Board's agreement be given to increasing the minimum hourly rate to £8.25 from January 2017, which is the current Living Wage Foundation recommended rate. It also be noted that this minimum rate of pay is inclusive of any pay award which is applied in April 2017 and in the instance where the pay award exceeds the minimum proposed rate of £8.25, then the higher amount of the two will be paid. It also be noted that such matters will be implemented by the Deputy Chief Executive;
- (c) That the Board's agreement be given to the Council continuing to engage suppliers, partners and the business community in Leeds in order to help tackle the wider issues of poverty in the city and develop projects to build a stronger local economy and compassionate city, which will reflect commitments made in the West Yorkshire Low Pay Charter and integrate with Breakthrough Projects.

**90 Local Government Association Corporate Peer Challenge: Findings and Initial Response**

The Deputy Chief Executive submitted a report which presented the findings from the Local Government Association (LGA) Peer Challenge of the Council that took place in July 2016. The report summarised the scope of the Peer Challenge and the approach taken by the review team, provided headline messages, detailed the key resulting recommendations and set out the Council's initial response, together with the further work planned.

Members welcomed the submitted report together with the findings and recommendations arising from the Corporate Peer Challenge. It was highlighted that the recommendations made were very much valued and were being taken into consideration as part of the approach to move the Council forward in line with the Best Council Plan priorities.

In conclusion, the Chief Executive paid tribute to all staff for their contribution towards what was a very positive outcome.

**RESOLVED** – That the following be noted:-

- (i) The content of the Corporate Peer Challenge feedback report, as appended to the submitted report;
- (ii) The initial assessment of actions and progress being made by the Council against the key recommendations;
- (iii) That further improvement work to use the findings will be delivered through existing initiatives, such as the Best Council Plan 2017/18 refresh, the organisational service reviews including the Locality Review, the annual review of the Constitution and the People and Culture strategy;
- (iv) That the Deputy Chief Executive will be responsible for taking forward the improvement work, and that an update will be submitted to Executive Board in October 2017.

**REGENERATION, TRANSPORT AND PLANNING**

**91 Establishment of the Leeds Tech Hub Fund**

Further to Minute No. 50, 27<sup>th</sup> July 2016, the Director of City Development submitted a report providing an update on the development of proposals for a Tech Hub, and which also proposed the establishment of a Leeds Tech Hub Fund, with the running of an open grant competition in Autumn 2016 in order to determine the most appropriate project(s) to support via the fund. In addition, the report also sought approval to delegate subsequent authority to the Director of City Development with regard to the selection of the winning project(s) and also to enter into any associated funding agreements.

Members welcomed the approach being taken in respect of the open grant competition and also welcomed the involvement of the tech sector in this initiative.

**RESOLVED** – That in recognising the opportunity that has been provided by the £3.7m Department of Culture, Media and Sport (DCMS) grant for a Tech Hub in Leeds:

- (i) Approval be given to the establishment of a Leeds Tech Hub Fund;
- (ii) The necessary authority be delegated to the Director of City Development in order to run an open competition for the allocation of the Leeds Tech Hub Fund, together with the selection of the successful project(s) to be supported via the Fund;
- (iii) The decisions being made in line with the resolutions above be supported via input from the tech sector, through input from the Leeds Digital Board.

## **HEALTH, WELLBEING AND ADULTS**

### **92 The Director of Public Health Annual Report 2016**

The Director of Public Health submitted a report which presented a summary of the background to, and content of the Director of Public Health's 2016 Annual Report entitled, "1866-2016: 150 Years of Public Health in Leeds – A Story of Continuing Challenges".

Responding to a Member's enquiry, the Board received an update on the progress being made in respect of developers following the principles set out in the *Neighbourhood for Living* document and using the Director's 2015 Annual Report as a guide on the public health benefits of good design.

In addition, Members also discussed, and received an update on the actions being taken to address the issue of stress and anxiety being experienced by young people.

### **RESOLVED –**

- (a) That the availability of the following be noted:-
  - (i) This year's digital Annual Report at [www.leeds.gov.uk/dphreport](http://www.leeds.gov.uk/dphreport);
  - (ii) The digital materials on 150 years of Public Health in Leeds;
  - (iii) Indicators on the current health status for the Leeds population;
- (b) That the inclusion of improving health status as a specific objective within the new Council approach to locality working, regeneration and the Breakthrough projects as a contribution towards the delivery of the Health & Wellbeing Strategy and the Best Council Plan, be supported;
- (c) That it be recommended that the Health & Wellbeing Board ensures that improving health status is a specific objective within the development of New Models of Care being led by the NHS as a contribution towards the delivery of the Health & Wellbeing Strategy;
- (d) That the progress made on the recommendations of the Director of Public Health Annual Report 2014/15 be noted.

## **CHILDREN AND FAMILIES**

### **93 Outcome of School Admission Arrangements 2016**

The Director of Children's Services submitted a report presenting statistical information on the annual school admissions round for entry into Reception and Year 7 for September 2016.

Officers responded to comments made regarding the provision of school places available in the North East of the city.

**RESOLVED** – That the following be noted, as detailed within the submitted report:-

- (i) The number of applications for both phases of education; the percentage of successful first preferences for Secondary admissions being 82.4%; and for Reception admissions the figure being 87%;
- (ii) The percentage of parents receiving one of their top three preferences being 95% for Secondary, and 96% for Primary; and
- (iii) That the officer responsible for such matters is the Admissions and Family Information Service Lead.

### **94 Vine - Proposal to Transfer to Leeds City College**

The Director of Children's Services submitted a report which provided information on the current governance situation regarding Vine, outlined the potential options for future governance arrangements and provided recommendations in respect of future arrangements for Members' consideration.

It was noted that prior to the meeting, an updated version of paragraph 4.5.4 of the submitted report had been circulated to Board Members for their consideration which superseded the version of that paragraph, as contained within the original agenda papers.

Following consideration of Appendix 1 to the submitted report, designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

**RESOLVED** –

- (a) That the contents of the submitted report be noted, subject to paragraph 4.5.4 being superseded by the updated text as provided to the Board prior to the meeting;
- (b) That the transfer of the Vine Service from Leeds City Council to Leeds City College, be approved;
- (c) That, following the approval given in resolution (b) (above), it be noted that the transfer is scheduled for completion on 1<sup>st</sup> November 2016;

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to be held on Wednesday, 16th November, 2016

- (d) That it be noted that the officer responsible for the implementation of such matters is the Complex Needs Area Lead West North West – Disability, Children’s Services;
- (e) That approval be given to the granting of a lease, with the approval of detailed terms being delegated to the Director of City Development, at a rental level, as set out within exempt Appendix 1 to the submitted report.

**95 Outcome of consultation to increase learning places at Carr Manor Community School**

Further to Minute No. 151, 9<sup>th</sup> March 2016, the Director of Children’s Services submitted a report detailing proposals brought forward to meet the local authority’s duty to ensure sufficiency of both school and Special Educational Needs (SEN) places. Specifically, this report described the outcome of the consultation regarding proposals to expand primary school provision and establish SEN provision at Carr Manor Community School, noted why the proposals had not been progressed previously and sought permission to publish a new statutory notice in respect of such proposals.

**RESOLVED –**

- (a) That the publication of a Statutory Notice be approved to expand primary provision at Carr Manor Community School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60, with effect from September 2018, and also to establish provision for pupils with Complex Communication Difficulties including children who may have a diagnosis of ASC (Autistic Spectrum Condition) for approximately 12 pupils (6 primary, 6 secondary), with effect from September 2018;
- (b) That it be noted that the officers responsible for the implementation of such matters are the Head of Learning Systems and the Head of Complex Needs.

**COMMUNITIES**

**96 High Rise Strategy**

The Director of Environment and Housing submitted a report providing an update regarding the progress made in respect of developing a new approach towards the management of High Rise blocks, and which also set out a number of proposals regarding the future management of such accommodation.

Responding to a Member’s comments, it was undertaken that car parking provision would be taken into consideration when developing the new approach.

Also, in response to a Member's request, officers undertook to provide the Member in question with details of all high rise blocks in the city, and the management model which was being foreseen for each one.

**RESOLVED –**

- (a) That agreement be given for Housing Leeds to implement the housing management models and approaches, as detailed within section 3.1 of the submitted report – namely: 'Family Friendly'; 'Enhanced Support' and 'Retirement/Retirement plus';
- (b) That the following proposed changes to the lettings framework for high rise be approved, namely:
  - (i) Restrict lettings to applicants with children (and access rights) in high rise blocks which are deemed unsuitable for children;
  - (ii) Restrict lettings to high rise flats for 16 and 17 year olds;
  - (iii) Awarding those families with children who choose to move to family friendly blocks priority to move, flagging them for a direct offer of accommodation and backdating their priority and direct let status to the date of their original acceptance on the housing register should they wish to move, giving them additional preference on the housing register.
- (c) That the Council's approach to developing a 10 year investment strategy for High Rise accommodation, be approved.

**DATE OF PUBLICATION:** FRIDAY, 21<sup>ST</sup> OCTOBER 2016

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 28<sup>TH</sup> OCTOBER 2016

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on Monday, 31<sup>st</sup> October 2016)

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