



SCRUTINY BOARD (CITIZENS AND COMMUNITIES)

Call-in meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 6th July, 2016 at 9.00 am

(No pre-meeting)

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;

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

Agenda compiled by:
Guy Close
Scrutiny Support Unit
Tel: 39 50878

Principal Scrutiny Adviser:
Angela Brogden
Tel: 24 74553

CONFIDENTIAL AND EXEMPT ITEMS

The reason for confidentiality or exemption is stated on the agenda and on each of the reports in terms of Access to Information Procedure Rules 9.2 or 10.4(1) to (7). The number or numbers stated in the agenda and reports correspond to the reasons for exemption / confidentiality below:

9.0 Confidential information – requirement to exclude public access

9.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed. Likewise, public access to reports, background papers, and minutes will also be excluded.

9.2 Confidential information means

- (a) information given to the Council by a Government Department on terms which forbid its public disclosure or
- (b) information the disclosure of which to the public is prohibited by or under another Act or by Court Order. Generally personal information which identifies an individual, must not be disclosed under the data protection and human rights rules.

10.0 Exempt information – discretion to exclude public access

10.1 The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed provided:

- (a) the meeting resolves so to exclude the public, and that resolution identifies the proceedings or part of the proceedings to which it applies, and
- (b) that resolution states by reference to the descriptions in Schedule 12A to the Local Government Act 1972 (paragraph 10.4 below) the description of the exempt information giving rise to the exclusion of the public.
- (c) that resolution states, by reference to reasons given in a relevant report or otherwise, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.2 In these circumstances, public access to reports, background papers and minutes will also be excluded.

10.3 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

10.4 Exempt information means information falling within the following categories (subject to any condition):

- 1 Information relating to any individual
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer-holders under the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</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>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</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>RESOLVED – 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>Agenda item 7 – Appendix A of the report is designated exempt from publication under the provisions of Access to information Procedure Rule 10.4 (3)</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</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>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</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>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>CALL IN BRIEFING PAPER</p> <p>To consider a report from the Head of Scrutiny and Member Development advising the Scrutiny Board on the procedural aspects of Calling In the decision.</p>	1 - 6
7		10.4(3)	<p>COMMUNITY HUBS - PHASE 2 BUSINESS CASE</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting background papers to an Executive Board decision which has been called in in accordance with the Council's Constitution in relation to the Community Hubs Phase 2 Business Case.</p>	7 - 68
8			<p>OUTCOME OF CALL-IN</p> <p>In accordance with Scrutiny Board Procedure Rules, to consider the Board's formal conclusions and recommendations arising from the consideration of the called-in decision.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 25th July 2016 at 10 am (Pre-meeting for all Board Members at 9.30 am)</p> <p>THIRD PARTY RECORDING</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"> 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. 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. 	

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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 6th July 2016

Subject: Call In Briefing Paper

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. In accordance with the Council's Constitution, an Executive Board decision has been Called In. The background papers to this particular decision are set out as a separate agenda item and appropriate witnesses have been invited to give supporting evidence.
2. This report advises the Scrutiny Board on the procedural aspects of Calling In the decision.
3. The Board is advised that the Call In is specific to the report considered by the Executive Board and issues outside of this decision, including other related decisions, may not be considered as part of the Board's decision regarding the outcome of the Call In.

Recommendations

4. The Scrutiny Board is asked to note the contents of this report and to adopt the procedure as detailed within it.

1 Purpose of this report

- 1.1 In accordance with the Council's Constitution, an Executive Board decision has been Called In. The background papers to this particular decision are set out as a separate agenda item and appropriate witnesses have been invited to give supporting evidence.
- 1.2 This report advises the Scrutiny Board on the procedural aspects of Calling In the decision.

2 Background information

- 2.1 The Call In process provides the facility for the Scrutiny Board to require a decision taker to reconsider a decision within a specified time period. This is a separate function from the Scrutiny Board's ability to review decisions already taken and implemented. The eligibility of an Executive Board decision for Call In is indicated in the minutes.

3 Main issues

- 3.1 The Board is advised that the Call In is specific to the report considered by the Executive Board and issues outside of this decision, including other related decisions, may not be considered as part of the Board's decision regarding the outcome of the Call In.

Reviewing the decision

- 3.2 Because of the unique nature of Call In, particularly with regard to the requirement to conclude the meeting with a recommendation in one sitting, it is important that the meeting has a managed framework. The Scrutiny Board is therefore recommended to adopt the following process:
 - The Members who signed the Call In request will outline their reasons for calling in the decision, defining their concerns and explaining what remedial action they wish to see. If the Chair has agreed in advance that they may be accompanied by other witnesses, these witnesses will also be given the opportunity to briefly outline their concerns in relation to the decision in question.
 - Members of the Scrutiny Board will ask any questions and points of clarification.
 - At this point, the Members who signed the Call In request and any accompanying witnesses will leave the witness table.
 - The Executive Member(s) and/or officer(s) who are representing the decision maker will be invited to join the witness table.
 - The representatives of the decision maker will respond to the issues raised by the Call In request.
 - Members of the Scrutiny Board will ask any questions and points of clarification.
 - If necessary, this stage may involve further questioning by Board members of the witnesses in support of the Call In request. For the avoidance of doubt, there is no provision for the witnesses to cross-question one another.
 - Once Members of the Scrutiny Board have completed their questioning of witnesses, the representatives of the decision maker will leave the witness table.

- A representative on behalf of each of the parties to the Call In will be invited to join the witness table to sum up. The representative of the decision maker will be invited to sum up first if they wish to do so. Following this, the representative of the signatories to the Call In request will be invited to sum up having heard the discussion.
- The Scrutiny Board will then proceed to make its decision in relation to the Call In.

Options available to the Board

- 3.3 Having reviewed the decision, the Scrutiny Board will need to agree what action it wishes to take. In doing so, it may pursue one of two courses of action as set out below:

Option 1- Release the decision for implementation

- 3.4 Having reviewed this decision, the Scrutiny Board may decide to release it for implementation. If the Scrutiny Board chooses this option, the decision will be immediately released for implementation and the decision may not be Called In again.

Option 2 - Recommend that the decision be reconsidered.

- 3.5 The Scrutiny Board may decide to recommend to the decision maker that the decision be reconsidered. If the Scrutiny Board chooses this option a report will be submitted to the decision maker.
- 3.6 In the case of an Executive Board decision, the report of the Scrutiny Board will be prepared within three working days of the Scrutiny Board meeting and submitted to the Executive Board. Any report of the Scrutiny Board will be referred to the next Executive Board meeting for consideration.
- 3.7 In reconsidering the decision and associated Scrutiny Board report, the Executive Board may vary the decision or confirm its original decision. In either case, this will form the basis of the final decision and will not be subject to any further call-in.

Failure to agree one of the above options

- 3.8 If the Scrutiny Board, for any reason, does not agree one of the above courses of action at this meeting, then Option 1 will be adopted by default, i.e. the decision will be released for implementation with no further recourse to Call In.

Formulating the Board's report

- 3.9 If the Scrutiny Board decides to release the decision for implementation (i.e. Option 1), then the Scrutiny Support Unit will process the necessary notifications and no further action is required by the Board.
- 3.10 If the Scrutiny Board wishes to recommend that the decision be reconsidered (i.e. Option 2), then it will be necessary for the Scrutiny Board to agree a report setting out its recommendation together with any supporting commentary.

- 3.11 Due to the tight timescales within which a decision Call In must operate, it is important that the Scrutiny Board's report be agreed at the meeting.
- 3.12 If the Scrutiny Board decides to pursue Option 2, it is proposed that there be a short adjournment during which the Chair, in conjunction with the Scrutiny Support Unit, should prepare a brief statement proposing the Scrutiny Board's draft recommendations and supporting commentary. Upon reconvening, the Scrutiny Board will be invited to amend/agree this statement as appropriate (a separate item has been included on the agenda for this purpose).
- 3.13 This statement will then form the basis of the Scrutiny Board's report (together with factual information as to details of the Called In decision, lists of witnesses, evidence considered, Members involved in the Call In process etc).
- 3.14 The Scrutiny Board is advised that there is no provision within the Call In procedure for the submission of a Minority Report.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Prior to submitting a Call In, a nominated signatory must first contact the relevant officer or Executive Member to discuss their concerns and their reasons for wanting to call in the decision. Part of this discussion must include the Member ascertaining the financial implications of requesting a Call In. The details of this discussion should be referenced on the Call In Request Form.
- 4.1.2 The background papers to this particular decision will make reference to any internal or external consultation processes that have been undertaken in relation to the decision.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The background papers to this particular decision will make reference to any impact on equality areas, as defined in the Council's Equality and Diversity Scheme.

4.3 Council Policies and City Priorities

- 4.3.1 The background papers to this particular decision will make reference to any Council Policies and City Priorities relevant to the decision.

4.4 Resources and Value for Money

- 4.4.1 The background papers to this particular decision will make reference to any significant resource and financial implications linked to the decision.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This report does not contain any exempt or confidential information.
- 4.5.2 The background papers to this particular decision will make reference to any legal implications linked to the decision.

4.6 Risk Management

- 4.6.1 The background papers to this particular decision will make reference to any risk management issues linked to the decision.

5 Conclusions

- 5.1 In accordance with the Council's Constitution, an Executive Board decision has been Called In. This report advises the Scrutiny Board on the procedural aspects of Calling In the decision.
- 5.2 In particular, the Board is advised that the Call In is specific to the report considered by Executive Board at its meeting on 22nd June 2016 and issues outside of this decision, including other related decisions, may not be considered as part of the Board's decision regarding the outcome of the Call In.

6 Recommendations

- 6.1 The Scrutiny Board is asked to note the contents of this report and to adopt the procedure as detailed within it.

7 Background documents¹

- 7.1 none

¹ 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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Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Citizens and Communities)

Date: 6th July 2016

Subject: Call In – Community Hubs – Phase 2 Business Case

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: 10.4.3	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This paper presents the background papers to a decision which has been Called In in accordance with the Council's Constitution.
2. Papers are attached as follows:
 - Copy of the completed Call In request form
 - Report of the Assistant Chief Executive (Citizens and Communities) presented to Executive Board at its meeting on 22nd June 2016.
 - Scrutiny Inquiry report on the development of Community Hubs (as referenced in the Executive Board report)
 - Extract from the draft minutes of the Executive Board meeting held on 22nd June 2016.
3. Appropriate Members and officers have been invited to attend the meeting in order to explain the decision and respond to questions.

Recommendations

4. The Scrutiny Board (Citizens and Communities) is asked to review this decision and to determine what further action it wishes to take.

Background documents¹

5. None used

¹ 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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CALL IN REQUEST – Option (a)

A Call In request may be made by:

Any five non-executive Members of council

Date of decision publication:... 24th June 2016

Delegated decision ref:or

Executive Board Minute no: ... 15.....

Decision description: ... Community Hubs – Phase 2 Business Case

.....

.....

.....

Discussion with Decision Maker:
Prior to submitting a Call In, a nominated signatory must first contact the relevant officer or Executive Member to discuss their concerns and their reasons for wanting to call in the decision. Part of this discussion must include the Member ascertaining the financial implications of requesting a Call In.

Please identify contact and provide detail.

Director/author of delegated decision report.

Executive Board Member

Detail of discussion (to include financial implications)

Cllr Townsley, Cllr Golton and James Rogers met to discuss the decision on Monday 27th June.

The discussion focussed around the lack of consultation there had been on the proposals, both with members for some of the affected areas but particularly with service users of the buildings in question.

The impact of the wider community asset management policy and whether it is appropriate that the funds raised by selling assets in outer towns and districts should be spent in other areas was also discussed as well as the incompatibility of the proposal for Horsforth Area Housing Office with the local area planning priorities.

James Rogers confirmed that requesting the call-in would have no financial impact on his service.

Reasons for Call In:

All requests for Call In must detail why, in the opinion of the signatories, the decision was not taken in accordance with the principles set out in Article 13 of the Council constitution (decision making) (principles of decision making) or where relevant issues do not appear to be taken into consideration. *Please tick the relevant box(es) and give an explanation.*

<input type="checkbox"/>	Proportionality (ie the action must be proportionate to the desired outcome)
<input checked="" type="checkbox"/>	Due consultation and the taking of professional advice from officers
<input type="checkbox"/>	Respect for human rights
<input type="checkbox"/>	A presumption in favour of openness
<input type="checkbox"/>	Clarity of aims and desired outcomes
<input checked="" type="checkbox"/>	An explanation of the options considered and details of the reasons for the decision
<input type="checkbox"/>	Positive promotion of equal opportunities
<input type="checkbox"/>	Natural justice

Explanation

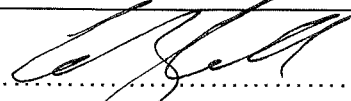
There has been a complete failure to consult with service users around the proposed closure of Horsforth Area Housing Office. The paper misrepresents the level of discussion that has taken place with Horsforth Historical Society. No discussion had taken place with the museum about the specific proposal to close the building at the time the paper was published. The only discussion with the historical society to have taken place was arranged after the publication of the report and at the instigation of ward members.

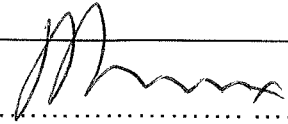
The lack of consultation means that serious issues, such as the Historical Society's lease on the building until 2029, have not been considered. This lease was drawn up following a Heritage Lottery funded refurbishment of community space at the site. It is not at all clear what the implications are of prematurely removing from its intended a heritage lottery funded asset, but this is precisely the sort of issue that should have been resolved by consultation.

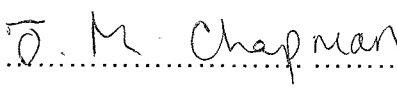
The report fails to address the wider issues of the selling off of assets in outer towns and districts and the proceeds diverted to other areas and the lack of any community facilities at all in some areas.

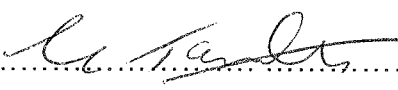
Leeds City Council Scrutiny Support Unit

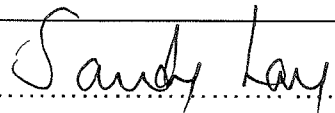
The following signatories request that the above decision be called in:

1) Signature.....
Print name..... Colin Campbell

2) Signature.....
Print name..... JONATHAN BENTLEY

3) Signature.....
Print name..... JUDITH M. CHAPMAN

4) Signature.....
Print name..... CHRISTOPHER TOWNSLEY

5) Signature.....
Print name..... SANDY LAY

This form should be submitted to the Head of Scrutiny and Member Development (Scrutiny Support Unit, 1st Floor West, Civic Hall) by **5.00pm on the fifth working day after the decision publication date**. The office is open from 9.00am to 5.00pm.

(For further information on the Call In procedure please refer to the Scrutiny Support Unit intranet site, or contact the Unit on 39 51151).

For office use only: (box A)

Received on behalf of the Head of Scrutiny and Member Development by:

.....*ABrookden*.....(signature)

Date: *28.6.16*..... Time: *8:45*..... SSU ref: *2016/17/15/67*

For office use only: (box B)

Exemption status checked:

Call In authorised: Yes No

Date checked:

Signed: *ABrookden*

Signatures checked:

Date: *28.6.16*

Receipts given:

Validity re article 13

Receipt details:

Report of the Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: 22nd June 2016

Subject: Community Hubs - Phase 2 Business Case

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: 10.4(3) Appendix number: A		

Summary of main issues

- Executive Board have received a number of reports which have established and reported progress on the delivery of the work being progressed to address poverty and deprivation across the city. Four propositions were agreed by members, brought together under the banner of Citizens@Leeds, in order to achieve the following outcomes:
 - providing more accessible and integrated services
 - helping more people out of financial hardship
 - helping more people into work
 - being responsive to the needs of local communities..
- As part of the accessible and integrated services proposition, three pathfinder community hubs have been in operation from April 2014 and form Phase 1 of the development of Community Hubs. Members received a subsequent report on developing the Community Hub model on a city wide basis in October 2014. This report set out a number of recommendations including the following:
 - Approve the adoption of a city-wide community hub model that sees a network based approach, developed in partnership with Community Committee's and local ward councillors, and supported by a city centre community hub.

- Approve the proposal to bring together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, to enable the development of a city-wide network of community hubs.
3. Executive Board received a further report on 15th July 2015 outlining progress to date in delivering these recommendations and further to this, were asked to authorise the Assistant Chief Executive (Citizens and Communities) to develop a Business Case for building/infrastructure changes for Phase 2 of Community Hubs.
 4. This report sets out the Phase 2 business case and costs to allow the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of housing back offices, essential backlog maintenance and new Changing the Workplace ICT infrastructure and equipment to enable new ways of working.
 5. The report also provides an update on the progress in delivering Phase 1a Community Hubs at six sites across the city – Yeadon, Kippax, Horsforth, Moor Allerton, Pudsey and Rothwell.

Recommendations

6. Executive Board are requested to :-
 - Note the contents of the report and specifically the progress made on delivering the Phase 1a Community Hubs
 - Support the delivery of the Phase 2 of Community Hubs schemes.
 - Note the contributions of £600k from the Changing the Workplace and Corporate Property Management programmes already injected into the capital programme and authorise an additional injection of £4,017.4k to finalise the total funding needed of £4,617.4k for phase 2 of the Community Hubs programme.
 - Authorise expenditure of £4,617.4k for the delivery of phase 2 of the Community Hubs programme subject to the approval of the Assistant Chief Executive (Citizens and Communities) to individual submission of business cases for delivering each part of the Phase 2 Community Hub programme.
 - Authorise the disposal of the properties, as set out in the capital receipt section of confidential appendix A in the report.
 - Approve the use of the revenue savings expected from the proposed asset rationalisation and delivery of the Community Hubs, as set out in 6.4.9, to contribute to the capital repayment cost required to deliver the Phase 2 Community Hub programme.

Main Report

1 Purpose of this report

- 1.1 For Members to note progress made to date on the Community Hub programme and specifically the delivery of the six Priority 1a schemes.
- 1.2 To agree 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.
- 1.3 To agree asset rationalisation proposals arising from the consolidation of services and integration of back offices, which enables disposal of vacant council buildings.
- 1.4 To seek approval for the overall funding injections and authority to spend to enable the delivery of the Community Hub Phase 2 programme.

2 Background information

- 2.1 Executive Board have received a number of reports, which established and reported progress on the delivery of the work being progressed to address poverty and deprivation across the city. Four propositions were agreed by members, brought together under the banner of Citizens@Leeds, in order to achieve the following outcomes:
 - providing more accessible and integrated services
 - helping more people out of financial hardship
 - helping more people into work
 - being responsive to the needs of local communities.
- 2.2 In order to deliver these required outcomes, a Phase 1 - Community Hubs project delivered some initial works to provide three 'Pathfinder Community Hubs' at the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley. These have now operated since April 2014.
- 2.3 Following the success of the Pathfinder Hubs, Members received a subsequent report on developing the community hub model on a city wide basis in October 2014 and it was agreed to:
 - adopt a city-wide community hub model that sees a network based approach, developed in partnership with Community Committee's and local ward councillors, and supported by a city centre community hub.
 - the proposal to bring together all existing community based one stop centres, libraries and housing management offices to be managed as a single set of front-of-house services, to enable the development of a city-wide network of community hubs.
- 2.4 To help achieve this, from 1st April 2015, 32 Community Libraries, 7 Job Shops and 210 members of staff from those services transferred to the Citizens and Communities Directorate. These add to the existing network and workforce of 17 One Stop Centres. The mobile library service also transferred on the 1st March 2016.

- 2.5 On the 9th May 2016, Citizens and Communities commenced taking housing enquiries from the new Phase 1a Hubs in Horsforth, Kippax, Moor Allerton and Pudsey with housing enquiries to be taken from Rothwell by the end of June 2016. As a result of this 4 Neighbourhood Housing Offices in these areas will close under Phase 2 with housing back office staff being relocated to join hubs or adjacent buildings, where possible. The remainder will be considered as part of a Phase 3 programme in 2017/18.
- 2.6 Executive Board received a further report on 15th July 2015 outlining progress to date in delivering these recommendations (set out in 2.3 above) and authorised the Assistant Chief Executive (Citizens and Communities) to develop a business case for building/infrastructure changes for Phase 2 of Community Hubs.

3 Key Messages

- 3.1 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.
- 3.2 The 10 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.
- 3.3 The Phase 2 programme will see the development of our Community Hub 'Extra', 'Local' and 'Mobile' approach extend to a further 10 sites during the next 12 months.
- 3.4 We will also develop proposals for Phase 3 over the next 12 months to extend the Community Hub approach across the whole city over the next 18-24 months.

4 Main issues

- 4.1 The delivery of the Community Hubs is split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:
- 4.2 Phase 1 Pathfinder sites - Armley, Compton Centre and St George's Centre. These opened in April 2014.
- 4.3 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 will be completed by Summer 2016. Further information on each of the Phase 1a sites is included in the table below.

Community Hub	Location	Works/Property Saving/Impact
Yeadon Community Hub	Yeadon Library	Opened in Summer 2015. Community Hub formed in Yeadon Library. Aireborough One stop moved into new Yeadon Hub. Micklefield House declared surplus to requirements and

		disposal agreed at Executive Board in November 2014.
Kippax Community Hub	Kippax Library	Community Hub formed in Kippax Library. New One Stop Service including housing enquiries provided from Hub due to integration of Housing Management Office. Housing back office moved to Kippax leisure centre. Kippax Neighbourhood Housing Office declared surplus to requirements and proposed for disposal.
Moor Allerton Community Hub	Moor Allerton Library	Community Hub formed in Moor Allerton Library. New One Stop Service including housing enquiries provided from Hub due to integration of Housing Management Office. Housing back office co-located in new hub. Properties formerly used to house the Moortown Housing Office will be returned to rentable accommodation.
Pudsey Community Hub	Pudsey Library	Community Hub formed in Pudsey Library. Move One Stop into Library. Space vacated in Pudsey Town Hall will be occupied as office space for Integrated Health and Social Care Teams.
Horsforth Community Hub	Horsforth Library	Community Hub formed in Horsforth Library. New One Stop Service including housing enquiries provided from Hub due to integration of Housing Management Office. Housing back office co-located into new hub. The buildings housing Horsforth Housing Office now predominantly vacant with only one tenant. Future solution for the tenant to be discussed further, but in principle the assumption is made that the tenant will come out of the building to enable its disposal.
Rothwell Community Hub	Rothwell Library	Community Hub formed in Rothwell Library. Move one stop service from Rothwell Area Office. Housing back office co-located into new hub. Rothwell Area Office declared surplus to requirements and passed to Asset Management for determination of the building's future use or disposal.

4.4 Phase 2 Community Hubs - Alongside the Phase 1 and Phase 1a schemes outlined above, work has been ongoing to identify a further 12 sites for development within Phase 2.

4.5 The Community Hubs refurbishment and conversion works for these 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.

- 4.6 Back Office areas will 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.
- 4.7 Condition surveys, identifying back-log maintenance and accessibility issues, have been carried out on the Phase 2 Community Hub buildings. Costs for immediate and essential maintenance works have been included and will be completed under the Phase 2 programme. Further routine and planned maintenance has been excluded from the programme.
- 4.8 The Phase 2 community hub proposals and information relating to the release of some assets are set out below:

Phase 2 Hubs	Location	Works/Property Saving/Impact
Dewsbury Road Community Hub	Dewsbury Road One Stop Centre	Community Hub formed in Dewsbury Road One Stop Centre. Move Library and ICT Suite into One Stop to form Community Hub. Improve layout, design and confidentiality issues on ground floor and add queue and appointment management. Improve layout of office space to increase number of workstations and move housing staff and other services into office space on first floor. It is currently proposed that the existing Library will be occupied by Children's Services.
North Seacroft Community Hub	Deacon House	New Community Hub formed in Deacon House. Move existing Library, One Stop Centre and housing back office. Conversations are ongoing with the Post Office about relocating to Deacon House. Purchase of Deacon House (under separate report to Executive Board 18/11/2015) supported by termination of existing One Stop/NHO Lease and disposal of existing Library building site.
Morley Community Hub	TBD	Options are being developed for the Community Hub in Morley. Agreement on the preferred solution for development to be delegated to the Assistant Chief Executive (Citizens and Communities) in consultation with the Executive Member for Communities and Local Ward Members.
Middleton Community Hub	St George's Centre	Community Hub formed in St George's One Stop Centre. Further works needed

		to improve layout, design and confidentiality issues on ground floor and add queue and appointment management. Alterations needed to form additional office space to increase number of workstations to move services into office space on first floor and ground floor.
Bramley Community Hub	TBD	Options are being developed for the Community Hub in Bramley. Agreement on the preferred solution for development to be delegated to the Assistant Chief Executive (Citizens and Communities) in consultation with the Executive Member for Communities and Local Ward Members. However for the purposes of costing the business case it has been assumed that at least 1 property will be released for disposal.
Chapelton Community Hub	The Reginald Centre	Minor works required to counter, social zone and additional ICT area.
Headingley Community Hub	Headingley Library	Community Hub formed in Headingley Library. New One Stop Service including housing enquiries provided from Hub. The disposal of Burley library (closed on health and safety grounds and re-provisioned through the mobile library service) is assumed within the business case.
Harehills Community Hub	The Compton Centre	Minor works required to social zone, refreshed waiting area and queue & appointment management.
Otley Community Hub	Otley Library and One Stop Centre	Minor works to interview rooms, social zone and improved ICT area
Armley Community Hub	Armley Library and One Stop Centre	Improve layout, queue & appointment management, design and confidentiality issues.
Garforth Community Hub	Garforth Library and One Stop Centre	Minor works to social zone and improved ICT area.
City Centre Hub	2GGS then move to Merrion House	Queue and appointment management.

4.9 The Council's internal building contractor has carried out the works to Phase 1 and 1a and it is proposed that they also deliver the Phase 2 Hub programme. All works to Phase 2 Community Hubs will commence summer 2016 on multiple sites, subject to approval by Executive Board. A fully detailed phasing plan and programme of works will be produced following approval. It is anticipated that the Phase 2 programme will be completed by autumn 2017.

4.10 Phase 3 Community Hubs – There are another potential 24 sites across the city that need to be considered under a Phase 3 Community Hubs programme, which are made up of the remaining Libraries, One Stop Centres, and NHO buildings. A further business case will be presented to Executive Board for the Phase 3 sites by the end of the 2016/17 financial year.

5 Positive progress and commitment to Phase 2

5.1 Evidence from the existing Pathfinder Community Hubs 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.

5.2 Although information is anecdotal at present, the developing Priority 1a schemes have met with generally wide-spread support from the communities and local ward Members.

5.3 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.

5.4 The Community Hubs are also best placed to develop shared services, developing links with local employers, encouraging the move into work, making people “work ready”, and providing help, guidance and training as more and more government services and benefits go on-line.

6 Corporate Considerations

6.1 Consultation and engagement

6.1.1 The Citizens and Communities Scrutiny Board undertook an inquiry into the development of Community Hubs this 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 have been used where appropriate to inform the development of this business case.

6.1.2 Ward members in all wards affected by Phase 2 schemes have been consulted on the Community Hub proposals and are broadly supportive of the programme.

6.1.3 The Council’s Asset Management Board has provided their support to the Community Hub Programme and Phase 2 Asset Rationalisation proposals.

6.1.4 The Councils Strategic Investment Board has provided their support to the Community Hub Programme and Phase 2 Asset Rationalisation proposals at their meeting on 27th April 2016.

6.2 Equality and Diversity / Cohesion and Integration

6.2.1 As per previous reports, there are clear links between poverty and inequality of outcomes in relation to education, employment, health and life expectancy and the accessible and integrated services proposition is focussed on ensuring that citizens and communities can access services in the simplest way for them whilst ensuring that the council and its partners response to help citizens and communities is integrated and joined up so that access is as equal as possible.

6.2.2 With regard to the development of the Phase 2 community hubs, whilst all known inclusions and diversity requirements have been built into the presented costs, an Inclusion and Diversity policy, plus linked access strategy for our workplaces, is currently being developed for approval at Executive Board. It is possible there will be additional requirements arising from this work for the community hubs.

6.2.3 An Equality, Diversity, Cohesion and Integration Screening has been carried out and is attached as Appendix B. The screening demonstrates how the impact of the proposals on equality, diversity, cohesion and integration have been considered and outlines the actions that have been taken / are being taken to mitigate the impact.

6.2.4 The key points of the screening illustrate the positive impact the community hub developments have on resolution at first point of contact, accessibility, welfare benefits & poverty, social exclusion, reading and lifelong learning, tailoring services to local communities.

6.3 Council Policies and the Best Council Plan

6.3.1 Addressing poverty and deprivation, helping people into work and tackling social isolation are key priorities for the Council and make a significant contribution to our Strong Economy and a Compassionate City agenda as set out in the Best Council Plan 2016/17. The activities set out in this report contribute to the delivery of the Best Council Plan outcomes for everyone in Leeds to 'Earn enough to support themselves and their families' and this year's Best Council Plan priorities around 'supporting economic growth and access to economic opportunities', 'providing skills programmes and employment support' and 'helping people adjust to welfare changes'. The Citizens@Leeds agenda also plays a key role in supporting delivery of the Safer and Stronger Communities Plan, the Children's and Young People's Plan, the Child Poverty Action Plan and the Leeds Joint Health and Wellbeing Strategy all of which have a strong focus on addressing debt, maximising income through helping people into work, moving people and families out of poverty and providing facilities and services which help address social isolation.

6.4 Resources and Value for Money

6.4.1 In considering the financial implications of the proposals within this report, Members need to consider a range of issues. The overall development of Community Hubs

(phases 1, 1a, 2 and 3) will ultimately need to be considered in their entirety to fully understand and assess the overall financial implications of the development of Community Hubs. Financial implications can essentially be broken down into four areas:

- Capital investment requirements to deliver new services and invest in buildings to be retained
- Capital receipts from the disposal of buildings declared surplus
- Revenue savings contained with agreed budgets
- Property based revenue savings arising from vacating buildings

6.4.2 As regards capital investment, phases 1 and 1a have been delivered within existing revenue resources with no recourse to new capital investment. However, the nature of phase 2 developments require capital investment to deal with the following costs:

- Works needed to create the front of house Community Hub
- Backlog Maintenance (immediate and urgent maintenance only)
- Costs of the relocation of Neighbourhood Housing Offices
- ICT equipment to facilitate new ways or working within localities.

6.4.3 The following table summarises the level of capital investment required for phase 2 community hub developments:

	Total	Phase 2	ICT	Housing & Back Offices	Backlog Maintenance
Total Capital Spend	£4,617k	£2,298k	£959k	£685k	£675k

6.4.4 In regard to capital receipts, the proposed asset rationalisation proposals arising from the specific proposals set out in this paper are set out in confidential appendix A and include the proposed disposal of a number of surplus assets. Executive Board are requested to authorise the disposal of the assets set out in the confidential appendix to enable delivery of this programme.

6.4.5 The following table summarise the capital investment required and cashflow:

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2016 £000's	FORECAST					
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's	
LAND (1)								
CONSTRUCTION (3)	3658.0		1829.0	1829.0				
FURN & EQPT (5)	959.4		479.7	479.7				
DESIGN FEES (6)	0.0							
OTHER COSTS (7)	0.0							
TOTALS	4617.4	0.0	2308.7	2308.7	0.0	0.0	0.0	0.0
Total overall Funding								
(As per latest Capital Programme)								
	TOTAL £000's	TO MARCH 2016 £000's	FORECAST					
			2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020 on £000's	
LCC MRP Departmental Supported Borrowing	600.0		600.0	0.0				
LCC MRP Departmental Unsupported Borrowing	2347.0		873.5	1473.5				
LCC Capital Receipts	1670.4		835.2	835.2				
Total Funding	4617.4	0.0	2308.7	2308.7	0.0	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

6.4.6 As regards revenue savings contained within agreed budgets, a number of revenue savings have been achieved as a consequence of phase 1 and 1a developments across the Council. Further savings will be achieved as phases 2 and 3 are taken forward. So, for example, in Citizens and Communities savings amounting to £100k were contained within the 2015/16 agreed budget as a consequence of community hub developments. Similarly, the community hub developments helped achieve a £240k saving in libraries, whilst maintaining or improving library opening hours. In the current year's revenue budget a further £100k saving is included within the agreed revenue budget for community hubs and for the years 2017/18 and 2018/19 revenue savings amount to £420k are currently being projected. There will also be other revenue savings in other budgets across the council as a consequence of these developments. For example, a number of indirect property and associated savings will be achieved as a result of the knock-on effect of delivering the Phase 2 Community Hub programme. Examples of this include Children's Services occupying office space at former Dewsbury Road Library and Integrated Health and Social Care Team occupying office space at Pudsey Town Hall both of which mean space has been release elsewhere within the council's asset portfolio.

6.4.7 As regards property based revenue savings, the asset rationalisation proposals included within the programme provides property savings on fuel, rates and removes any future maintenance requirements.

6.4.8 HRA will be recharged for office space occupied at the community hub sites and the cost of borrowing for the building works required to create the office environment. The remaining savings will be used to fund the borrowing required to fund the remaining development works.

6.4.9 The following table illustrates the specific property based revenue effects on general fund and HRA which will be used to support the capital investment required for phase 2.

GENERAL FUND REVENUE EFFECTS	2016/17	2016/17 and SUBSEQUENT YEARS
	£000's	£000'S
Premises Costs (savings)	-10.0	-51.3
Supplies and Services		28.7
Prudential Borrowing	79.1	158.2
Recharge to HRA	-78.1	-146.2
Net	-9.0	-10.6

HRA REVENUE EFFECTS	2016/17	2016/17 and SUBSEQUENT YEARS
	£000's	£000'S
Premises Costs (Savings)	-68.1	-150.6
Recharge for Office Space	45.0	90.0
Recharge for Prudential Borrowing	23.1	56.0
Net Saving	0.0	-4.6

6.5 Legal Implications, Access to Information and Call In

6.5.1 There are no direct legal implications arising from the recommendations in this report and the report is subject to Call-In.

6.5.2 The information contained in Appendix 1 is exempt under Access to Information Rule 10.4(3) as it contains information relating to the financial or business affairs of any particular person (including the authority holding the information) and contains property valuations for Council buildings which the report proposes are disposed of. It is therefore considered that the public interest in maintaining the content of the appendix as exempt outweighs the public interest in disclosing the information as publication could prejudice potential value of asset rationalisation.

6.6 Risk Management

6.6.1 The key risks associated with the Community Hub Phase 2 programme are principally around the delivery of schemes to costs, time and quality thresholds. To mitigate this, the Citizens and Communities Leadership team will act as Programme Board for Phase 2 and the Assistant Chief Executive (Citizens and Communities) will be asked to agree individual scheme business cases to ensure that the cost, quality and time thresholds are adhered to and that the overall scheme is delivered within the agreed financial allocation.

7 Conclusion

7.1 In order to build upon our the positive progress so far made through the Community Hub development, and to achieve our long-term aims around delivering integrated and accessible service which meet the increasingly complex needs of the citizens

and communities of Leeds; it is important that Leeds City Council continues its commitment to Community Hubs through this Phase 2 programme.

- 7.2 Through this programme the Council will ensure all sites are refurbished and furnished to provide a modern safe environment that treats our customers with respect and encourages contact with Leeds City Council as an organisation that can offer help and assistance.

8 Recommendations

8.1 Executive Board are requested to :-

- Note the contents of the report and specifically the progress made on delivering the Phase 1a Community Hubs
- Support the delivery of the Phase 2 of Community Hubs schemes.
- Note the contributions of £600k from the Changing the Workplace and Corporate Property Management programmes already injected into the capital programme and authorise an additional injection of £4,017.4k to finalise the total funding needed of £4,617.4k for phase 2 of the Community Hubs programme.
- Authorise expenditure of £4,617.4k for the delivery of phase 2 of the Community Hubs programme subject to the approval of the Assistant Chief Executive (Citizens and Communities) to individual submission of business cases for delivering each part of the Phase 2 Community Hub programme.
- Authorise the disposal of the properties, as set out in the capital receipt section of confidential appendix A in the report.
- Approve the use of the revenue savings expected from the proposed asset rationalisation and delivery of the Community Hubs, as set out in 6.4.9, to contribute to the capital repayment cost required to deliver the Phase 2 Community Hub programme.

9 Background documents¹

9.1 None.

¹ 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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Equality, Diversity, Cohesion and Integration Screening

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Citizens and Communities	Service area: Customer Access
Lead person: Claire Todd	Contact number: 07712 215009

1. Title: Community Hubs, Phase 2

Is this a:

Strategy / Policy

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

Whilst this assessment focuses on Phase 2 of the rollout of Community Hubs, the screening also includes background information on the previous stages as they have directly informed the development of Community Hubs in terms of giving due regard to equality, diversity, cohesion and integration.

In June 2013 Executive Board received a report on the issue of welfare, benefits and poverty. That report identified a number of challenges to be addressed in order to make a step change in tackling poverty and deprivation across the city. The report also covered the growing problem of high cost lenders in the city. The key challenge identified in the earlier report was the need to deliver truly integrated and accessible services for people suffering hardship; develop whole packages of support for people which address a range of hardship issues; provide a real focus on supporting people into work; and, develop an effective campaign in response to the problems created by high cost lenders in the city.

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In response to these issues a new approach under the identity of Citizens@Leeds was developed to ensure a focus on inclusive, locally provided citizen-based services delivered through a community hub approach. Four key propositions were developed that set out the building blocks for a city-wide response to tackling poverty and deprivation.

The four propositions cover:

- The need to **provide accessible and integrated services**;
- The need to **help people out of financial hardship**;
- The need to **help people into work**; and
- The need to be **responsive to the needs of local communities**.

The propositions were developed as a 'whole system' approach to tackling poverty rather than four independent propositions and demonstrates how the propositions link together to provide targeted personal support over a range of hardship issues, including helping people into work, as well as improving the quality and consistency of universal service provision for all citizens in Leeds.

The provision of integrated and accessible Community Hubs is critical to this new service offering being delivered and appropriately targeted, which involves consolidating more services, including community related services, under one roof. These centres are to be located within either existing One Stop Centres or existing Library buildings based on the best location and building environment for the community.

The concept of **Community Hubs** seek to reach our citizens and provide the right mix of council and partner services each community needs in the most efficient manner. This will involve a more integrated approach to service delivery and maximisation of assets and service points that exist across the city e.g. joint service centres, one stop centres, housing management offices, libraries, children's centres etc. The aim is to develop seamless delivery; taking account of an individual's or a family's wider needs at the first point of contact wherever possible. The community hubs will support the delivery of pop-up (e.g. in supermarkets and GP surgeries) and mobile provision to ensure that we can reach all priority communities across the city. More on-line services will be developed to enable those that wish to self-serve to be able to do so. This will free up the time of Customer Services Officers (CSO's) to advise those most in need or those requiring more detailed or intense support.

Community Hubs seek to provide a core offering of services combining services at strategic locations across the city. The core offering includes services on:

- Customer Services
- Jobshop
- Library Services

Sites then vary in their offering based upon the needs of certain areas.

In November 2013 three pathfinder sites were identified under Phase 1 in order to pilot this model, with a view to evaluating and refining a model to be rolled out as a

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phased approach across Leeds. The initial pathfinder sites were located in Armley, Middleton and Harehills.

Customer Access then sought authority to roll out Community Hubs in November 2015 as part of Phase 1a to Yeadon, Horsforth, Pudsey, Moor Allerton, Rothwell and Kippax.

Customer Access returned to Executive Board in June 2016 to seek authority for Phase 2; the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of Housing back offices, essential backlog maintenance and new ICT infrastructure and equipment.

Phase 2 will include the development of services at Dewsbury Road, North Seacroft, Morley, Bramley, Chapeltown, Headingley, Otley, Garforth and the City Centre. Armley, Middleton and Harehills will also be revisited under Phase 2.

There are another potential 24 sites across the city that need to be considered under a Phase 3 Community Hubs programme, which are made up of the remaining Libraries, One Stop Centres, and Neighbourhood Housing Office buildings and further business cases are to be prepared by the end of the 2016/17 financial year.

3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?	X	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

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If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?** (**think about** the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

The formation of the Citizens@Leeds agenda and development of Community Hubs were set up as a direct response to an Executive Board report received in June 2013 on tackling the issue of welfare, benefits and poverty in Leeds.

Buildings are being designed and redeveloped in line with the Corporate Standard outlined for Access to Public Buildings.

Compulsory

- Accessible parking is available at all sites delivered to date and provision will be made at all new sites.
- In all cases the distance and surface from the car park to the accessible entrance has been made as close as possible within the constraints of the environment.
- All centres are located on main roads close to public transport links with a mix of level and sloped surfaces based on existing geography.
- All main entrances are accessible entrances with some sites having additional accessible entrances. All main entrances have automatic doors.
- Where there are inaccessible parts of the building due regard has been given to provide alternative means of access to these services. This has been achieved by providing a mixture of facilities over numerous floors. Staff are also available to provide assistance to customers as needed.
- All Community Hubs provide a mixture of lifts and stair lifts provided in line with the constraints of existing building environments, some of which are listed buildings which restricts the extent of alterations.
- Wheelchair accessible toilets are present in all Community Hubs.

Reasonable adjustments are available for all staff to address concerns around building access/locations/job role etc.

Buildings will benefit from being refurbished providing welcoming and accessible environments from which to access services. Historically some buildings have not been

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suitably maintained. This programme aims to address this through undertaking essential backlog works as part of refurbishment works.

Layout designs ensure that all customer routes around Community Hubs are intuitive and accessible.

A mix of social activities are available in all Community Hubs as well as areas with vending and 'social zones' which aim to encourage interaction between customers of all ages to help address the issue of social inclusion.

Providing environments with joined up services which help promote reading and lifelong learning from an early age, supporting education and providing pathways into employment to help avoid financial hardship.

Portable induction loops are used within all Community Hubs providing cost effective and flexible solutions for staff and customers with hearing difficulties.

All Community Hubs have access to the Council's Translation and Interpretation Service to assist staff helping customers where English is not their first language.

British Sign Language (BSL) video interpreting is available at a number of centres. This was set up through the Deaf Forum. Where customers want to see someone straight away, they are directed to one of the centres with this technology. Customers can still book a BSL interpreter face to face where an appointment can be made. The Deaf Forum is happy with these arrangements.

The furniture provision with Community Hubs make use of existing furniture where still of suitable quality, supplemented by the purchase of new furniture to ensure good value for money and spending money wisely, which can be used to enhance other areas within buildings.

All existing and new furniture meets the needs of all service users by using a mixture of seating and desks that will suit a variety of ages and requirements such as people with restricted mobility.

The Citizens@Leeds agenda dictates that whilst Community Hubs will provide a standard offering of core services, complementary services will be offered to ensure that relevant Council and partner services are incorporated to meet the needs of specific areas and cover the four propositions:

- The need to provide accessible and integrated services;
- The need to help people out of financial hardship;
- The need to help people into work; and
- The need to be responsive to the needs of local communities.

The provision of the three core services: Customer Services, Jobshop and Libraries are linked areas which integrate and work together in terms of addressing the four core propositions at a local level.

Community Hubs will provide greater opportunities for employment through access to

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Apprenticeships, Further Education and volunteering.

Community Hub locations will be sourced and located in areas that provide accessible services under one roof.

Staff will work as one team to provide joined up services, providing more parity of job roles and pay grades. This will be resolved through implementation of a forthcoming restructure.

Staff will have the opportunity to learn new skills and have access to new work opportunities, training and promotions.

Staff will have greater job satisfaction through being able to provide more seamless services through partnership working and enhanced technologies such as online services, hotlines, customer flow management and LCD information screens.

Staff will work more flexibly in order to provide a more responsive service through the application of a Customer Service model known as The Hierarchy of Enquiry. This aims to help deal with customers through the most appropriate route, directing customers to self-service where they are able leaving more officer time to deal with those customers who are most at need.

In order to facilitate this new technologies are being explored to help staff respond to this through the development of mobile applications to enable use of handheld devices where appropriate.

Services will be introduced to directly tackle poverty through direct access to partner services such as Leeds Credit Union Services in a bid to avoid the use of pay day lenders. This facility will be supported by the ongoing provision of Welfare Rights Advice surgeries across the city.

Consultation sessions have taken place with staff with further training and engagement sessions at key stages of each phase.

Consultation has taken place with customers through Customer Services Focus Groups. Customers were given the opportunity to hear about the concept of the Community Hubs and they were asked what services they would like to see in them. Customers agreed that Registrars, Libraries and Customer Services were logical to bring together. Customers also agreed that reducing the number of Council buildings was a good thing in terms of a way to save money and improve access to services.

Consultation has taken place with Ward Councillors prior to the development of every Community Hub with the aim of ensuring that centres provided the right mix of service and environment for their constituency. Positive feedback has been obtained in all instances.

Customers are invited to give feedback on 'Feedback Trees'. A visual representation of a tree is set up in completed Hub buildings and customers are invited to write their feedback on leaves and attach them to the tree. The comments are then reviewed by the team and explanations and changes are considered and fed back. One example of this

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came from Yeadon Community Hub. Customers reported that they felt that the enquiry positions were not private enough. The centre was then reconfigured to move enquiry positions to an area with increased privacy.

Case studies are carried out on Jobshop customers every month looking at how the service has helped customers into work and out of financial hardship. The case studies outline what support was provided and the positive impact on the lives of those studied.

There is a formal Council feedback system in place. Every formal complaint/compliment is investigated by Customer Services and customers are responded to by a dedicated team in Customer Services.

At a more local level feedback forms are freely available for all customers to provide their feedback on the service experienced that day. Feedback is logged and helps inform and influence the delivery of services. General responses are provided and dedicated responses and action is taken where necessary.

Statistics are kept for every centre and these are monitored to ensure effectiveness in service provision and delivery and to help inform and develop services moving forward.

Lessons have been learned from the development of the Pathfinder Hubs and positive changes have been made as a result.

Recently Community Hubs underwent an assessment for Customer Service Excellence (the Government's customer service standard) and Jobshop underwent Matrix Standard Assessment (A national standard and recognition of information, advice and guidance services). Both assessments were successful and feedback on the integration of services within Community Hubs was very supportive of this model.

Customer Access PC's now have consolidated access to the Library System, the Customer Services landing page, denoting quick access links to popular online services and Jobshop services. Historically these were housed on separate PC's but all services will be available on one machine.

Large keyboards and trackballs are available as required.

All sites are Wi-Fi enabled where customers want to use their own devices and to provide flexibility for staff using laptops and mobile devices to undertake their role in helping customers.

Various initiatives are considered and where appropriate implemented, for instance bike libraries are now available in some sites to make alternative means of transport available to people who do not have access to cycling facilities.

In order to reach more citizens in Leeds, 'Pop-up' Hubs have been introduced in places like Doctors Surgeries and Supermarkets, in a bid to make services more accessible and break down barriers for people who might be apprehensive about seeking help.

These measures have all been detailed in previous reports on Citizens@Leeds and specifically Community Hubs to Exec Board and all inform both the design of

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buildings and services.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

Positive impact

Services co-located within one building means that customers do not need to visit multiple offices therefore improving the customer journey.

Co-location means that the Council are able to provide a more seamless service to customers, improving resolution at first point of contact.

Buildings that might have had access issues are now being addressed by the refurbishment of buildings, improving access for customers in and around Community Hubs.

Evidence shows that Community Hubs are playing a vital role in helping to tackle the issue of welfare, benefits and poverty in Leeds. Statistics collated for the Jobshop network show Community Hubs have had a positive impact. In terms of job outcomes (people who successfully were helped into employment) for 2014/15, 2008 outcomes were achieved whereas this increased in 2015/16 to 2715. This represents a 35% increase.

Community Hubs help address social exclusion by encouraging social inclusion through the creation of spaces that are accessible to all members of the public and encourage social interaction and/or group events.

Providing joined up services which help foster reading and lifelong learning from an early age, supporting education and providing pathways into employment to help avoid financial hardship.

A benefit of housing multiple services under one roof also introduces customers to services and facilities that they may not have been previously aware of, given that many services were geographically located in different buildings. This is achieved through signposting by staff and through notice areas and electronic LCD information screens.

Many staff have embraced the changes and anecdotally report the benefits they have gained both personally and professionally through more joined up working. This will hopefully be enhanced through the forthcoming restructure which should provide more parity around job roles and pay grades.

Staff will experience the benefits of working in modern and newly refurbished offices with new technologies and training designed to enhance the customer journey and their ability to perform their role. They will feel that they are valued through this investment in the way that they work.

The service have retained existing good practice in Equality and Access both through ongoing investment in Equality training and the provision of facilities which ensure that

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services are as accessible as possible for all.

Services provided in each locale are tailored to their communities and initiatives such as the bicycle library. This is a scheme whereby using your library card enables customers to borrow a bicycle. It was identified that whilst there is a big push for people to be more active, cycling facilities are not accessible to all due to financial hardship. The bicycle library looks to address that by providing the means for these individuals in the city to enjoy the cycling benefits and investment in this area that is going on in the city.

The service continues to work with the Project Team responsible for the roll out of online services in order to improve facilities available online. Community Hub teams then empower customers through supporting the use of these services to try and help channel shift customers who can use services online in order to make best use of resources by helping those who are most in need. This may also negate the need for customers to visit Community Hubs for certain enquiries.

Informally lessons have been learned from the development of earlier Community Hubs, this is in response to changes that have been perceived or experienced as positive. Good practice and decisions have been implemented in other Community Hubs or improved upon where possible. One example of this is that customers have responded positively to the increase in public access PC's and as a result this has been increased where space permits.

'Pop-up' Hubs have had a positive effect for citizens. A case study conducted on a Pop-up Jobshop in Horsforth helped a man who had started his own gardening business. With the help of staff the service:

- Updated the customer's CV
- Increased the customer's confidence for getting back into work
- Provided a dedicated advisor who kept in regular contact with the customer
- Helped the customer complete a council tax support scheme application, and requested that this was back-dated for the time that they had been out of work. As the customer had limited access to transport, the advisor verified these forms at Horsforth as it prevented him from having to journey to the city centre or to another one stop centre
- Advised the customer about applying for Child Tax Credits and Working Tax Credits
- Signposted him to information about this on the free-phone and the website
- Advised the customer about the Step Change debt charity and they did make contact with them for advice
- As the customer started self-employed work they were able to sort out their finances themselves without any third party intervention.
- The Council were then able to make an arrangement which extended their council tax into February and March of the same financial year, spreading the cost for them.

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Negative impact

Some staff will be apprehensive about the changes.

Some customers will be apprehensive about the changes.

Informally lessons have been learned from the development of earlier Community Hubs this is in response to changes that have been perceived or experienced negatively. This includes changes to layouts, where privacy has been raised as an issue.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

In order to address staff concerns a robust consultation and engagement and training plan has been developed to support the changes. Email updates from the Head of Face to Face contact are regularly issued to staff to outline the benefits and positive outcomes from Community Hubs that have already been developed and staff have been thanked for their contributions in making the centres a success.

A change to the structure of the organisation has meant that there are more opportunities for staff to develop and apply for promotions. Whilst staff are initially apprehensive, this should be perceived as a positive step.

The service will continue the existing good practice of inviting and gathering service feedback corporately and locally and taking necessary action.

The service will continue to provide and improve on consultation, training and engagement sessions.

Email updates will continue to be sent to staff from the Head of Face to Face Services regarding the challenges and successes in the development of Community Hubs. Staff will also continue to be invited to submit areas to be covered in future updates and the opportunity to ask questions.

The service will look at ways to improve the quality of feedback data from staff and customers, ensuring that equality data is linked to this to ensure that all groups are represented. A mechanism needs to be established to ensure that responses are provided in a prompt and timely manner.

To allay the concerns of the public, staff will continue to be proactive in notifying customers of the impending changes to their services and will highlight the benefits.

Many customers have expressed their praise once the new services centres have opened. The service could look at gathering this feedback and promoting this on the external website and LCD screens across the city to try and alleviate fears for the sites planned for development in Phase 2 and Phase 3.

The Access guidance for public buildings is shortly to be updated and due regard will be given to all future buildings against this revised guidance on accessibility.

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To ensure that any lessons that have been learned so far are effective a more formal process for recording and follow-up action is to be established. This may take the form of a lessons learned workshop, where key stakeholders, staff and customer feedback is taken into account. Ideally resolutions should be discussed and agreed.

The service will continue to monitor statistics for each centre in order to measure for effectiveness and to help inform and improve services for customers. The service will also look for ways to improve the quality of this data to ensure that what is being collated is meaningful to the service and all of its users.

Feedback from customers submitted via the 'Feedback Trees' are not currently logged formally. This process will be subject to review.

The majority of feedback is collated via written feedback forms. The service intends to include more dynamic ways of gathering customer feedback via the procurement of a new Customer Flow Management System (Queue and Appointment System).

The service could consider widening the case studies undertaken and include customers accessing other service, to evaluate how the service is performing in other areas.

The service could investigate the feasibility of installing BSL Sign Language technology in all centres.

5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment**.**

Date to scope and plan your impact assessment:	N/A
Date to complete your impact assessment	N/A
Lead person for your impact assessment (Include name and job title)	N/A

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Susan Murray	Head of Face to Face Services	02/06/16
Date screening completed 01/06/16		

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7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	10 th June 2016.
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Not applicable
All other decisions – sent to equalityteam@leeds.gov.uk	Not applicable

Scrutiny Inquiry Report

The development of Community Hubs

Scrutiny Board (Citizens and Communities)
May 2016



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Desired Outcomes and Recommendations

Desired Outcome – That there is a clear assessment and delivery model in place linked to the Community Hub ‘Mobile’ type provision.

Recommendation 1 – That the Assistant Chief Executive (Citizens and Communities) urgently progresses the development of a clear assessment and delivery model linked to the Community Hub ‘Mobile’ type provision.

Desired Outcome – That local Parish and Town Councils are actively engaged in the development and roll out of the Community Hub network.

Recommendation 2 – That the Assistant Chief Executive (Citizens and Communities) works closely with the Chief Officer Customer Access and the Area Leaders to ensure that, where appropriate, local Parish and Town Councils are also actively engaged in the development and roll out of the Community Hub network.

Desired Outcome – That all possible options are explored within the Council to assist in providing affordable transportation facilities for customers requiring access to Community Hub provisions.

Recommendation 3 – That the Assistant Chief Executive (Citizens and Communities) leads on working with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.

Desired Outcome – That there is a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Community Hub approach.

Recommendation 4 – That in moving forward and delivering the network of Community Hubs, the Assistant Chief Executive (Citizens and Communities) ensures that a more systematic and strategic approach towards maximising resources and integrating services with other key partners is developed.



Desired Outcomes and Recommendations

Desired Outcome – That the Community Hub approach continues to be acknowledged as part of the on-going development of new care models in Leeds.

Recommendation 5 – That the Assistant Chief Executive (Citizens and Communities) champions the added benefits of the Community Hub approach linked to the on-going development of new care models in Leeds and also seeks to ensure that associated development processes include representation from the Citizens and Communities directorate in this regard.

Desired Outcome – That the good practices recognised within existing Community Hub provisions are taken forward as part of the on-going development of the Community Hub network.

Recommendation 6 – That the Assistant Chief Executive (Citizens and Communities) acknowledges those good practices identified by Scrutiny within the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these include the following:

- The promotion of self-serve facilities
- Provision of interpretation services
- Staff floor-walking
- Incorporating 'social zones' into the hub design layout

Desired Outcome – That the lessons learned from existing Community Hub provisions are taken forward as part of the on-going development of the Community Hub network.

Recommendation 7 – That the Assistant Chief Executive (Citizens and Communities) acknowledges the key issues raised by Scrutiny stemming from the lessons learned from the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these involve the following:

- Undertaking detailed liaison between all parties in agreeing the hub design layout;
- That the design and location of enquiry booths provide sufficient privacy;
- That the financial modelling process factors in the full costs of developing a new site;
- Undertaking more publicity and marketing of future site developments;
- Exploring a more efficient way of allocating funds for the development of sites.



Introduction and Scope

Introduction

1. Under the banner of Citizens@Leeds, the Citizens and Communities directorate continues to lead on delivering the Community Hub approach across the city. This is in line with the council's ambition to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact.
2. Phase 1 of this approach involved the development of three pathfinder Community Hubs. These include the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley, all of which have been operational Community Hubs since 1st April 2014.
3. Whilst the Phase 1 work still continues to be central in providing a 'blueprint' for the future development of the Hub network across the city, future phases will see the development of the Community Hub approach into 3 'types' of provision (Community Hub Extra; Community Hub Local; and Community Hub Mobile).
4. As such, we agreed to assist the Citizens and Communities directorate in evaluating the strengths and weaknesses of the pathfinder Community Hubs from a buildings and infrastructure perspective in order to inform future phases for the roll out of the Community Hub network.
5. In doing so, we valued the contribution of a wide range of witnesses to our inquiry. In particular, we welcomed the openness and honesty of existing 'front of house' staff within the three pathfinder Hubs in terms of sharing their experiences and

ideas with Scrutiny. We also undertook site visits to the three pathfinder Community Hubs to experience first-hand the variety of services and facilities that are available as part of the Community Hub approach.

Scope of the Inquiry

6. The terms of reference for our inquiry were agreed in September 2015 and set out the key purpose of this inquiry, which was to make an assessment of and, where appropriate, make recommendations on the following areas:
 - The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
 - The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
 - Service user feedback in terms of the model delivering a more integrated service.
 - Community hub building standards and any minimum requirements for future proposed sites.
 - The flexibility of the community hub model in encouraging closer integration with partner services.
 - Opportunities for strengthening integration with health sector partner services, exploring



Introduction and Scope

existing good practice to demonstrate the mutual benefits to be gained.

Best Council Plan

7. Linked to the Citizens@Leeds agenda, the on-going development of the Community Hub approach very much addresses a number of Best Council Plan objectives in terms of supporting communities and tackling poverty and promoting sustainable and inclusive economic growth.
8. The Citizens@Leeds agenda also plays a key role in supporting delivery of the Safer and Stronger Communities Plan, the Children's and Young People's Plan, the Child Poverty Action Plan and the Leeds Joint Health and Wellbeing Strategy all of which have a strong focus on addressing debt, maximising income through helping people into work, moving people and families out of poverty and providing facilities and services which help address social isolation.

Desired Outcomes, Added Value and Anticipated Service Impact

9. In evaluating the strengths and weaknesses of the existing pathfinder Community Hubs, the findings and recommendations arising from our inquiry will assist the Citizens and Communities directorate as it continues to develop the Community Hub approach and achieve the council's ambition to have effective Community Hub provision across the city.

Equality and Diversity

10. The Equality Improvement Priorities 2016 to 2020 have been developed to ensure that the council meets its legal duties under the Equality Act 2010. The priorities will help the council to identify work and activities that help to reduce disadvantage, discrimination and inequalities of opportunity to achieve its ambition to be the best city in the UK.
11. Equality and diversity issues have been considered throughout this scrutiny inquiry and the individual, organisation or group responsible for implementation or delivery of the recommendations arising from this inquiry should also give due regard to equality and diversity and where appropriate, an equality impact assessment will be carried out.



Conclusions and Recommendations

Embracing new ways of working.

12. Clearly our ambition is to deliver local solutions within communities that integrate more council and partner services, with the aim of dealing with increasingly more complex issues affecting individuals and their families at the first point of contact. To achieve this, the Community Hub model focuses on creating a single 'front of house team' to provide the Community Hub workforce. In October 2014, the Executive Board agreed to bring together face to face customer services staff, library assistants, job shop community engagement officers and relevant Housing Leeds colleagues to create this single, sustainable 'front of house' workforce for the Community Hub network.
13. Understandably we acknowledge that in setting out to create this more flexible Community Hub workforce, many staff members were initially apprehensive about these proposed new ways of working. During our inquiry, we liaised directly with a range of staff across the three pathfinder Community Hubs. In sharing their experiences, some explained how they previously felt frustrated in not being able to deal with a range of customer queries which resulted in the customer feeling equally frustrated in having to return at a later date to have their queries dealt with by an appropriate member of staff.
14. With the introduction of Community Hubs, we learned that all staff members receive a skills and capabilities audit to determine training needs and a development plan. Linked to this, we were very pleased to learn that staff members are now embracing the new ways of working and appreciating the value of working as a team in delivering more integrated services to customers. In particular, the training has provided the opportunity to broaden their skillset and this has resulted in them feeling more confident and empowered to deal with a wider range of customer enquiries.
15. Particular reference was made to the roll out of verification training which has enabled a wider range of staff to deal with benefit enquiries. In doing so, this has meant that enquiries can now be dealt with during the full course of the working day, when previously any enquiries after 4 pm would need to be followed up by a Customer Service Officer the following day. This efficiency measure has led to the reduction of enquiries and customers not feeling like they are being moved from one staff member to another.
16. With the integration of Customer Services and Library teams, the Community Hub approach has also led to additional efficiencies that have enabled the extension of library opening times at certain sites across the city with no increase in resource.
17. During our inquiry, we also acknowledged that a new role of Senior Customer Services Officer has been developed and piloted within the Community Hubs. These roles integrate the existing Customer Service role and the Job Shop role and have proved successful at helping people to get into work as often their barriers to work are related to other issues such as debt and money worries. Since its introduction,



Conclusions and Recommendations

we were very pleased to learn that this new role has enabled the Council to run more job shop provision across the city and is also being used to supplement the resource in place to ensure the delivery of the Council Tax Support Scheme.

Developing the flexibility of the Community Hub model.

18. The Phase 1 work involving the three pathfinder Community Hubs still continues to be central in providing a 'blueprint' for the future development of the hub network across the city. However, in moving forward, we learned that future phases will see the development of the Community Hub approach into 3 'types' of provision: Community Hub 'Extra', Community Hub 'Local' and Community Hub 'Mobile'. Appendix 1 outlines in detail the level of service customers can expect from each of the three types of Hubs. However, a summary of this provision is set out below.

Community Hub 'Extra'.

19. These sites will be the largest Community Hubs within the network and will strive to deliver the full range of Council and Partners services. The three pathfinder sites are typical examples of this type of provision and it is envisaged that there will be approximately 7 of these sites across the city.

Community Hub 'Local'.

20. We note that these sites will be the smaller, more local Community Hubs. In terms of numbers, this category will form the bulk of Community Hubs across the city as One Stop Centres, Libraries and Housing Management Offices are redesigned to become Community Hubs. Although they will not provide the full range of Council and Partner services that the Community Hub 'Extra' sites do, we acknowledge that they will provide those services that are most required by local people. They will also be linked to their nearest Community Hub 'Extra' site so that all customers can get the full range of service available irrespective of where they first access services.

Community Hub 'Mobile'.

21. We were particularly interested in the development of the Community Hub 'Mobile' provision, which will be based on 'pop-up' provision in local areas where physical Community Hubs are not present but there is currently un-met demand for access to Council and Partner services. Although this mobile provision will provide the most limited access of the three types of provision, the team delivering the mobile service will be based out of one or more of the Community Hub buildings (Extra and/or Local) and will therefore be able to maintain relationships with customers; building trust and relationships with them so that in time people will access services at one or more of the physical Hub sites.

22. We also acknowledged that another aspect of mobile provision will be through the mobile library service as



Conclusions and Recommendations

responsibility for this service transferred to the Citizens and Communities directorate in March 2016 with the aim of extending this across the city.

23. During our inquiry, we were pleased to receive positive feedback from members of staff that had delivered this type of 'pop-up' provision, with real examples given of how this provision has helped members of the public to access life changing support. However, in moving forward with this approach, we also acknowledged the need for IT systems to be developed to improve staff access to information systems remotely.

24. In terms of identifying the need for this type of provision, we also noted that previous provisions had been put in place based upon informal assessments or in response to requests. This was primarily due to the fact that a clear assessment and delivery model for this type of provision was still yet to be developed. As we continue to roll out the hub network across the city, we believe that this type of provision will be in much demand, particularly within areas across the city struggling to identify appropriate assets and resources to accommodate the more comprehensive Community Hub 'Extra' and Community Hub 'Local' provisions. As such, we recognised the need for an assessment and delivery model linked to the Community Hub 'Mobile' type of provision to be progressed urgently.

Recommendation 1

That the Assistant Chief Executive (Citizens and Communities) urgently progresses the development of a clear assessment and delivery model linked to the Community Hub 'Mobile' type provision.

Roll out of the Community Hub model.

25. Whilst we welcome the ambition to have Community Hub provision across the city, we are also mindful of the Council's financial constraints in terms of the speed of delivering citywide provisions. As such, we acknowledge the importance of targeting current available resources within communities where there is the greatest need.

26. Linked to this, we learned that the Council is working closely with the Leeds Institute for Data and Analytics (LIDA) and the University Of Leeds School Of Geography to look at a more systematic profiling of customer contact and local need across the city to ensure that Community Hub provision (both physical and pop-up) is located in the most suitable locations for people to access. This will be done in the first instance through an MSc student from the School of Geography working with the Council from January 2016 on developing an analytical and spatial model.

27. As well as determining local need, we also appreciate the Council's approach in exploring existing provision of co-located services where action can be taken now to move to develop this provision into Community Hubs – this effectively covers those sites where there are already co-located services such as a One Stop Centre and a Library or a Library and a Job Shop.

28. These factors have therefore helped to inform the Phase 2 roll out of the Community Hub network and details of



Conclusions and Recommendations

the 12 sites identified as part of this Phase were shared with us during our inquiry and are outlined in Appendix 2.

29. Using the Pathfinders as blueprints, we were pleased to learn that all Hub colleagues working at the Phase 2 sites are already working together on developing ideas and proposals to make their Community Hub a trusted place for local people where customers can access many services in an integrated and accessible way.
30. We recognise that the role of local ward members and community committees is also crucial to the successful roll out of the Community Hub network as they can provide local community leadership and engage with key local service providers and partners to ensure that such provisions are reflective of local need and deliver services that meet the demands of local residents. As such, we were pleased to learn that early discussions have already been undertaken with local wards members and community committees on the development of the pathfinders and the proposed Phase 2 developments, including the introduction of quarterly ward member meetings.
31. However, we also recognised the value of engaging closely with relevant Parish and Town Councils as these are regarded as the grass-roots level of local government and therefore also aim to provide a voice for local communities and help people feel more involved in the decisions that affect them.

Recommendation 2

That the Assistant Chief Executive (Citizens and Communities) works closely with the Chief Officer Customer Access and the Area Leaders to ensure that, where appropriate, local Parish and Town Councils are also actively engaged in the development and roll out of the Community Hub network.

32. We acknowledge that Community Hub provisions need to be located in the most suitable locations for people to access. However, we are mindful that as this provision continues to be rolled out, this may become harder to achieve. As such, we discussed other options aimed at improving accessibility to Community Hub provisions without the customers incurring significant travel costs.
33. Linked to this, we acknowledged that the council is already in discussion with Metro to pilot a scheme which offers free day passes for buses used to access these provisions. Whilst welcoming this initiative, we also discussed other potential transport opportunities, such as providing an affordable shuttle bus service for customers to utilise.
34. We therefore believe there is merit in liaising with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.



Conclusions and Recommendations

Recommendation 3

That the Assistant Chief Executive (Citizens and Communities) leads on working with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.

35. In consideration of the sites for Phase 2, we noted that there are many libraries that are not part of this Phase. However, we were pleased to learn that in relation to these, a Community Hub 'Lite' approach (the first step in becoming a Community Hub 'Local') is also being adopted for delivery to coincide with the work being done on the Phase 2 sites. In the main, this Community Hub 'Lite' approach will focus work in each Library on the following activities:

- Training library staff to provide help and support for the more straightforward customer enquiries such as universal job match etc. and thus becoming Community Hub staff.
- Ensuring there is sufficient self-serve capability for customers to access the range of Council and Partner services via the telephone or on-line.
- Extending the range of service that can be accessed from the building including provision of credit union services, access to step change debt charity, provision of jobs and employment boards and the promotion of apprenticeship opportunities.

36. Further to the above, we were informed that conversations have also started through Voluntary Action Leeds (VAL) to identify where and how voluntary and community organisations across the city can become part of this approach. These conversations are still at an early stage but it is hoped that options can be developed that would see Third Sector organisations in the city becoming part of the Community Hub network either as Hubs in their own right or as 'accredited' places where specific / specialist services can be accessed by citizens and communities. Again, we welcome this proactive approach towards trying to achieve our ambition to provide citywide Community Hub provision.

Continuing to maximise resources with other key partners.

37. The integration of council and partner services is a central part of the Community Hub approach in terms of being able to deal with increasingly more complex issues affecting individuals and their families at the first point of contact.

38. During our inquiry, we acknowledged a wide range of joined up working initiatives with other key partners as part of the Community Hub approach. In particular, we welcomed the close working relationship with Leeds City Credit Union in providing accessible Loan Shop services and the co-location of West Yorkshire Police's Local Neighbourhood Police Teams in the three pathfinder sites (with further sites being organised, including Dewsbury



Conclusions and Recommendations

Road and Horsforth). This particular arrangement means the Police are in the local areas they serve and residents can access police services via the Councils customer services team.

39. A central part of the Community Hub approach is also working closely with the Third Sector and we welcome the significant progress made in this regard, particularly with the roll out of the Money Buddies scheme in Community Hubs; the co-location of Victim Support and the Migration Partnership into the City Centre One Stop at 2 Great George Street; and the on-going work with BARCA and other partners on the Bramley Our Place initiative which is focused on improving people's lives on both the Broadlea and Fairfield estates through 'pop-up' provision.

40. During our inquiry, particular reference was also made to the close partnership arrangements with Employment and Skills in locating Job Shops within Community Hub premises to make this service more widely accessible. Through the Hub approach, Job Shops have also been taken to areas of the city where there was no such provision but knowledge existed that local people were requesting this service from the library. These 'pop-up' Job Shops have therefore been delivered in areas including, Horsforth, Moor Allerton, Wetherby and Holt Park.

41. As a Scrutiny Board, we also undertook an in-depth inquiry into the administration of Universal Credit in Leeds. As such, we acknowledged that more work could be done to develop partnership working between Jobcentre Plus and Community Hubs to continue maximising public resources by

improving the accessibility of other Jobcentre Plus services, such as Work Coaches, to assist in administering Universal Credit.

42. We learned that within 5 days of submitting a Universal Credit claim, a claimant should attend an appointment with a Jobcentre Plus Work Coach for an interview. If they do not have the necessary information with them at this interview, they will be asked to provide it or the Service Centre will follow this up where possible. Claimants are also required to see their Work Coach face to face within a Job Centre, in line with existing JSA requirements.

43. We therefore felt there would be merit in exploring the feasibility of co-location and integrating this particular service with the Council's Community Hub model to maximise resources and improve accessibility by offering a wider choice of venues. As such, we formally recommended that the Assistant Chief Executive (Citizens and Communities) works with the DWP's West Yorkshire Work Services District Manager to explore the feasibility of co-location of other services, such as Jobcentre Plus Work Coaches, with the Council's Community Hub model to improve accessibility of services and maximise resources linked to the administration of Universal Credit. We will be monitoring the implementation of this recommendation as part of our formal recommendation tracking process linked to that particular inquiry.

44. More generally, we are mindful that much of the existing partnership working with Community Hubs has primarily stemmed from piloted approaches. In moving forward and delivering the



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network of Community Hubs, we believe that the Council needs to be more systematic and strategic in its approach towards maximising resources and integrating services with other key partners.

Recommendation 4

That in moving forward and delivering the network of Community Hubs, the Assistant Chief Executive (Citizens and Communities) ensures that a more systematic and strategic approach towards maximising resources and integrating services with other key partners is developed.

Strengthening links with the health sector.

45. As part of our inquiry, we were keen to explore how the Council can strengthen particular links with the health sector as part of the Community Hub approach. In doing so, we explored existing joined up working initiatives to help understand and promote the key benefits of such integrated working practices. Linked to this, reference was made to two particular pilot schemes. This included the 'pop-up' scheme at Thornton Medical Practice in Armley and the Social Prescribing model of care being piloted by the Leeds North Clinical Commissioning Group.
46. As part of the pilot scheme at Thornton Medical Practice, this GP practice allocates a room within its premises for a Customer Service Officer to utilise. This provides a direct route of referral should a GP recognise any underlying social problems linked to a patient's health and wellbeing that could be addressed by accessing advice and support from council services, such as debt or housing advice. During our inquiry, we received a written endorsement from a GP at the Practice in terms of the positive outcomes this has already achieved regarding on the welfare of their patients. As such, we noted that this GP Practice also welcomes referrals to this service from any source and therefore individuals are not required to be registered with Practice.
47. In monitoring outcomes from this service, we also learned that the individuals meeting with the Customer Service Officer at the Thornton Medical Practice are also informed about the wider services being provided at the Armley Hub and are being encouraged to attend there too.
48. In relation to the Social Prescribing model of care being piloted by the Leeds North Clinical Commissioning Group, this forms part of a transformative approach to care that relieves pressure on the NHS and supports people to connect with their communities to lead the healthiest lives possible. Social prescribing is a non-medical, community-based intervention that offers the opportunity to provide alternatives or enhancements to primary care. It is therefore a more holistic approach to supporting a person's health and wellbeing.
49. This model of care stemmed from the feedback of GPs in terms of identifying patients with wider social issues but not feeling equipped to refer them to appropriate support services. Key to the success of this model was also the introduction of a new Wellbeing



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Coordinator role to work with a raft of community providers including the voluntary sector, local authority and NHS services in helping people access this type of non-medical support and improve their quality of life.

50. In supporting the work of the Wellbeing Coordinators, a central Hub was also required and people are able to access the service either via their GP practice or by contacting the central Hub directly. We learned that the Reginald Centre provides this central hub facility and as such, this has also presented opportunities to strengthen links between the Wellbeing Coordinators and the Council services already located in the building.
51. In welcoming this approach, we were pleased to learn that commissioners across the 3 Leeds Clinical Commissioning Groups are now forming plans to roll out this model of care citywide. Linked to this, we learned that a project development officer would also be put in post to identify potential gaps in service in delivering this model of care as well as evidencing levels of responses from the NHS and also through the Community Hubs. In helping to support a future permanent service, we also learned that a robust evaluation of the pilot will be undertaken by York St John University to provide this evidence base.
52. As well as acknowledging the positive outcomes arising from these two particular initiatives, we were also able to witness first-hand the added benefits of having health and social care services co-located with council services when we visited the three pathfinder Community Hubs. However, despite such efforts to co-locate health and council services, we believe there are still barriers, particularly within the health sector, in achieving true integration of services and the maximisation of available public resources in delivery services to the community.
53. In moving forward with this agenda, we learned about the development of a new model called the 'Leeds Integrated Healthy Living System' (see appendix 3) which principally aims to promote the concept that there is 'no wrong front door' to accessing information and a range of health support provision. We were particularly pleased to note that this model very much recognises the value of Community Hubs as being one of the settings whereby individuals should feel encouraged and supported in taking the next steps towards accessing support and engaging in a variety of activities. In addition, it is acknowledged that Community Hubs could also provide the venue for such activities too.
54. In addition to this, we were also informed that new care models were in the early stages of development in Leeds West. Such models are again based on the principle of providing wrap-around facilities to provide holistic care services. In particular, it recognises the importance of partnership working in local areas across GP practices, NHS trusts, council services and the voluntary sector.
55. Commissioners and provider organisations across the NHS, Adult Social Care and Leeds City Council in Leeds West have therefore come together as Community Wellbeing



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Leadership Teams to develop these new care models and we were pleased to note that the membership of these teams are to include Community Hub representation as well as relevant Ward Councillors and Community Committee Health Champions. As such, we recognise this as another key opportunity to champion the added benefits of the Community Hub approach and help address barriers towards achieving true integration of services between the health sector and key council services.

Recommendation 5

That the Assistant Chief Executive (Citizens and Communities) champions the added benefits of the Community Hub approach linked to the on-going development of new care models in Leeds and also seeks to ensure that associated development processes include representation from the Citizens and Communities directorate in this regard.

Taking forward existing good practice and lessons learned.

56. Our primary aim in undertaking this inquiry was to assist the Citizens and Communities directorate in evaluating the existing pathfinder Community Hubs with a view to identifying areas of good practice that we should be continuing to embrace and also any issues that require further attention based around the lessons learned to-date. A summary of our key findings is therefore set out below.

57. We believe that the following key practices should be maintained:

The promotion of self-serve facilities.

58. We were pleased to note that Community Hub staff are actively promoting the existing self-serve facilities that are available within the Hub premises and also services accessible remotely, such as the 'library at home' service. In doing so, this will inevitably assist in reducing the need for customers to queue for assistance and will also help alleviate pressures on staff.

Provision of interpretation services

59. We were very pleased to acknowledge the existing provisions aimed at addressing language barriers so that customers' needs are addressed at the point of enquiry. In particular, we welcomed the provision of video phones within the hub premises which enable sign language users to access interpreters too.

Staff floor-walking

60. We were able to witness staff adopting this approach during our visits to the pathfinder Community Hubs and found that staff were proactively approaching customers to direct them to where their enquiries can be dealt with appropriately, which may involve directing customers to use self-service facilities or even being able to deal with the customer's enquiry themselves.



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Incorporating 'social zones' into the hub design layout

61. It is important for Community Hubs to promote a relaxed and informal atmosphere in order to appeal to a wide range of customers and make them feel comfortable. Similar to the concept of Social Enterprise Cafes, we found during our visits that the designated social zones were helping to achieve this desired effect.

Recommendation 6

That the Assistant Chief Executive (Citizens and Communities) That the Assistant Chief Executive (Citizens and Communities) acknowledges those good practices identified by Scrutiny within the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these include the following:

- The promotion of self-serve facilities
- Provision of interpretation services
- Staff floor-walking
- Incorporating 'social zones' into the hub design layout

62. In taking forward lessons learned to-date, we particularly identified the need to address the following issues:

Undertaking detailed liaison between all parties in agreeing the hub design layout.

63. We acknowledge that combining library requirements with Community Hub requirements is a key challenge and therefore it is vital that the best and most

intuitive design layout for a co-located Library and One Stop Centre is agreed by all parties. During our inquiry, particular reference was made to the initial design layout at Yeadon which consequently led to staff feeling that it was not providing sufficient privacy for the One Stop Centre enquiries.

That the design and location of enquiry booths provide sufficient privacy.

64. Confidentiality is identified as a key training element as it is vital that staff are discrete and make customers feel comfortable in discussing what are often particularly sensitive issues. Linked to this, it is therefore paramount that the design and location of enquiry booths within the Hub premises also help to achieve the levels of privacy expected by the customer.

That the financial modelling process factors in the full costs of developing a new site.

65. In acknowledging that future Community Hub sites are unlikely to be purpose built like St George House, we recognised the need to ensure that the financial modelling process factors in the full range of costs, including building costs and furniture and fittings for the public area, including library shelving. Linked to this, we acknowledge that many of the existing library buildings have historically been in need of restoration and modification works.

Undertaking more publicity and marketing of future site developments.

66. This is particularly relevant in relation to the development of an existing library building. Some library customers may



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not want to see any changes or improvements to the libraries and will therefore need to be reassured that the Library, and local services, will be better than before. This also links very closely to the points we made earlier in our report regarding the vital role of Community Committees and Parish and Town Councils in assisting to champion the Community Hub model.

Exploring a more efficient way of allocating funds for the development of sites.

67. A particular example was cited in relation to the sale of Micklefield House (previous location of the One Stop Centre) which was used to fund the move of the One Stop Centre into Yeadon Library. In doing so, the ring-fencing of these funds to relocate the service needed to be formally approved by the Executive Board. In moving forward with the roll out of the Community Hub network, we believe that a more effective process should be considered to automatically agree the funding approach of future developments including the ring-fencing of funds.

Recommendation 7

That the Assistant Chief Executive (Citizens and Communities) acknowledges the key issues raised by Scrutiny stemming from the lessons learned from the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these involve the following:

- Undertaking detailed liaison between all parties in agreeing the hub design layout;
- That the design and location of enquiry booths provide sufficient privacy;
- That the financial modelling process factors in the full costs of developing a new site;
- Undertaking more publicity and marketing of future site developments;
- Exploring a more efficient way of allocating funds for the development of sites.

68. In conclusion, our inquiry has shown that there is widespread support both within the Council and amongst partners and stakeholders that the Community Hub model represents a key capability for delivering more integrated and accessible services within the city.

69. We also agree that the direction of travel is correct and that Community Hubs will ensure that the council is able to meet the key principles of the integrated and accessible services proposition around simple and easy access to a range of council and partner services, which are locally influenced and designed to ensure that in the majority of cases the customer / citizen has their needs met at the first point of contact.



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70. As such, we remain committed to assisting the Citizens and Communities directorate in achieving our ambition to have effective Community Hub provision across the city.



Evidence

Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Report of the Assistant Chief Executive (Citizens and Communities) to Executive Board on Citizens@Leeds: Delivering Community Hubs across the city – Progress Update. 15 July 2015.
- Report of the Assistant Chief Executive (Citizens and Communities) to the Citizens & Communities Scrutiny Board on Community Hubs – Session 1 Report. 9th November 2015.
- Presentation on Community Hubs – Standards & Design. 14th January 2016.
- Briefing paper on developing new models of care in Leeds West.



Evidence

Dates of Scrutiny

Scrutiny Working Group – Scoping exercise - 19th August 2015
Scrutiny Board Meeting – Agreeing terms of reference – 14th September 2015
Scrutiny Board Meeting – Session 1 of the inquiry – 18th January 2016

Site visits (Session 2 of the inquiry):

- St George's Centre – 23rd November 2015
- Armley One Stop Centre – 30th November 2015
- Compton Centre – 1st December 2015

Scrutiny Working Group – Session 3 of the inquiry – 14th January 2016
Scrutiny Working Group – Session 4 of the inquiry – 24th March 2016

Witnesses Heard

- James Rogers, Assistant Chief Executive (Citizens and Communities)
- Councillor Debra Coupar, Executive Member for Communities
- Lee Hemsworth – Chief Officer Customer Access
- Steven Moore – Senior Community Hub Development Manager
- Dayle Lynch – Executive Manager Strategic Asset Management
- Ian Muscroft – Community Hub Development Manager
- Jan Jackson, Community Hub Manager, Inner & Outer West Area
- Nick Hart, North East Community Hub Manager, Reginald Centre
- Jeremy Wainman, Commissioning Manager, NHS Leeds North CCG
- Susan Murray, Head of Customer Contact
- Bev Rice, Head of Library and Information Service
- Josette Ward, Community Hub Manager, Compton Centre
- Tom Booth, Customer Service Team Manager, Compton Centre
- Kamran Aziz, Library Assistant, Compton Centre
- Jacqueline Bolton, Customer Services Officer, Compton Centre
- Jan Jackson, Community Hub Manager, Armley
- Charlotte Batty, Assistant Community Hub Manager, Armley
- Elaine Gibson, Library Assistant, Armley
- Lucy Bain, Library Assistant, Armley
- Chris McLoughlin, Community Hub Manager, St George's Centre
- Janine Lowe-Waterworth, Customer Services Officer, St George's Centre

Appendix 1

	Community Hub 'Extra'	Community Hub 'Local'	Community Hub 'Mobile'
Opening Hours	<ul style="list-style-type: none"> • Open full-time (including weekends). • All services provided when the building is open 	<ul style="list-style-type: none"> • Open full or part-time (including weekends) • All services provided when the building is open 	<ul style="list-style-type: none"> • Varied hours dependent on location. • Services provided based on demand.
Workforce	<ul style="list-style-type: none"> • Multi-skilled front-of-house team. • Triage approach in place; <ul style="list-style-type: none"> ○ Floorwalkers ○ Front Desk ○ Specialist support 	<ul style="list-style-type: none"> • Multi-skilled front-of-house team. • Part-triage approach in place; <ul style="list-style-type: none"> ○ Floorwalkers ○ Front Desk • Specialist support provided on a surgery basis. 	<ul style="list-style-type: none"> • Specialist support dependent on nature of demand.
Services Offered	<ul style="list-style-type: none"> • Full range of Council and Partner services. For example: <ul style="list-style-type: none"> ○ Benefits ○ Council Tax ○ Customer Services, ○ Education, ○ Employments and Skills, ○ Environmental Services, ○ Housing, ○ Library, ○ Registrars, ○ Social Care. ○ Partner Services 	<ul style="list-style-type: none"> • An extensive range of Council and Partner services dependent on local demand, space and availability. For example: <ul style="list-style-type: none"> ○ Benefits ○ Council Tax ○ Customer Services, ○ Education, ○ Employments and Skills, ○ Environmental Services, ○ Housing, ○ Library, ○ Registrars, ○ Social Care. • Specialist Services provided via signposting and/or surgeries. 	<ul style="list-style-type: none"> • Relevant Council Services provided depended on demand. • Specialist Services provided via signposting to appropriate Community Hub 'Extra' or 'Local'.
Partners	<ul style="list-style-type: none"> • Co-location within the building with key partners. For example: <ul style="list-style-type: none"> ○ West Yorkshire Police ○ NHS ○ Leeds City Credit Union. ○ Third Sector <p>Note <i>Partner co-location dependent on agreement and demand.</i></p>	<ul style="list-style-type: none"> • Partner pop-up / surgeries 	<ul style="list-style-type: none"> • Multi-agency approach where appropriate dependent on location and demand.
Self-Serve Options	<ul style="list-style-type: none"> • Self-service PC's • free-phones • Public Wifi • BSL Video phones. 	<ul style="list-style-type: none"> • Self-service PC's • free-phones • Public Wifi 	<ul style="list-style-type: none"> • Signpost to availability at Community Hub 'Extra' and 'Local' sites.
Community Use	<ul style="list-style-type: none"> • Facilities available for use by the Community / local groups. 	<ul style="list-style-type: none"> • Facilities available for use by the Community / local groups. 	<ul style="list-style-type: none"> • Not Applicable



Appendix 2

The sites to be covered within the Phase 2 roll out are as follows:

Area	Community Hub Extra	Community Hub Local
City Centre	<ul style="list-style-type: none"> • 2 Great George Street 	n/a
Inner & Outer North West	<ul style="list-style-type: none"> • Horsforth 	<ul style="list-style-type: none"> • Otley • Yeadon
Inner & Outer West	<i>Armley Community Hub already in place</i>	<ul style="list-style-type: none"> • Pudsey • Bramley
Inner & Outer North East	<ul style="list-style-type: none"> • Reginald Centre 	
Inner & Outer East	<i>Compton Centre Community Hub already in place</i>	<ul style="list-style-type: none"> • Garforth
Inner & Outer South	<ul style="list-style-type: none"> • Dewsbury Road <i>St Georges Centre Community Hub already in place</i> 	<ul style="list-style-type: none"> • Hunslet • Rothwell • Morley



Appendix 3



Scrutiny Board (Citizens and Communities)
The development of Community Hubs
May 2016
Report author: Angela Brogden



www.scrutiny.unit@leeds.gov.uk

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EXECUTIVE BOARD

WEDNESDAY, 22ND JUNE, 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

COMMUNITIES

15 Community Hubs - Phase 2 Business Case

Further to Minute No. 25, 15th July 2015, the Assistant Chief Executive (Citizens and Communities) submitted a report presenting the progress which had been made to date on the Community Hub programme, specifically the delivery of the six Priority 1a schemes. In addition, the report also sought agreement to a number of proposals in order to progress Phase 2 of the scheme. Finally, the report also sought approval for the overall funding injections and authority to spend required to enable the delivery of the Community Hub Phase 2 programme.

Responding to a concern raised with regard to proposals in Horsforth, it was highlighted that consultation would continue with local Ward Members and all other relevant parties on this matter, and it was highlighted that the related proposals remained 'in principle' whilst such consultation took place.

With regard to proposals in Pudsey, emphasis was placed upon the importance of continuing to utilise Pudsey Town Hall as a venue for public meetings.

With regard to Rothwell, a concern was raised regarding the declaration of the area office as surplus to requirements.

Following consideration of Appendix A 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, and specifically the progress made on delivering the Phase 1a Community Hubs, be noted;
- (b) That the delivery of the Phase 2 of Community Hubs schemes, be supported;
- (c) That the contributions of £600k from the Changing the Workplace and Corporate Property Management programmes already injected into the

capital programme be noted, and that an additional injection of £4,017.4k be authorised in order to finalise the total funding needed of £4,617.4k for phase 2 of the Community Hubs programme;

- (d) That expenditure of £4,617.4k for the delivery of phase 2 of the Community Hubs programme be authorised, subject to the approval of the Assistant Chief Executive (Citizens and Communities) to the individual submission of business cases for delivering each part of the Phase 2 Community Hub programme;
- (e) That the disposal of the properties, as set out in the capital receipt section of exempt appendix A to the submitted report, be approved;
- (f) That the use of the revenue savings expected from the proposed asset rationalisation and delivery of the Community Hubs, as set out in paragraph 6.4.9 of the submitted report, be approved, in order to contribute towards the capital repayment cost required to deliver the Phase 2 Community Hub programme.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute, whilst under the same provisions, Councillor Golton required it to be recorded that he voted against the decisions referred to within this minute)

DATE OF PUBLICATION: FRIDAY, 24TH JUNE 2016

LAST DATE FOR CALL IN OF ELGIBLE DECISIONS: 5.00 P.M., FRIDAY, 1ST JULY 2016

(Scrutiny Support will notify Directors of any items called in by 12.00noon on Monday, 4th July 2016)

Draft minutes to be approved at the meeting to be held on Wednesday, 27th July, 2016