

## Report of Assistant Chief Executive (Citizens and Communities)

### Report to Executive Board

Date: 16<sup>th</sup> July 2014

Subject: Citizens@Leeds: Update on the Accessible and Integrated Services Proposition

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 checked="" type="checkbox"/> Yes	<input 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 the main issues

- Executive Board received a set of reports in 2013 which established the Citizens@Leeds agenda and provided a framework (built around four propositions) for the city to make a step change in tackling poverty and deprivation. The four propositions are:
  - 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.
- This report provides an update for Executive Board on the significant progress made in delivering the first proposition: Providing Accessible and Integrated Services.
- The report sets out the work that has been done to-date in delivering the initiatives detailed in the November 2013 Executive Board Report which were primarily focussed on making changes and improvements to the three main customer access channels; face to face (through community hubs), telephone (through the Corporate Contact Centre) and digital (through the Council's website), with the explicit aim of helping the citizens of Leeds manage the impact of the increasingly complex social and economic environment.
- The report also details the activity that has been identified to take place in 2014/15 to further deliver the aspirations of the Citizens@Leeds agenda as they relate to delivering Accessible and Integrated Services for the citizens of Leeds.
- It is clear from the details contained in the report that significant progress has been made in the delivery of the Accessible and Integrated Service proposition, specifically around the development of the 3 Community Hub Pathfinders and the development of our Digital agenda. The Council and its partners are working extremely well together on these developments and the work done to-date, coupled with the plans outlined for the next 12 months demonstrate a real commitment to drive an integrated and accessible service agenda for the citizens and communities of Leeds.

### Recommendations

Members of Executive Board are recommended to:

- i. Note the progress made to-date in delivering the initiatives identified in the November Executive Board report for the Accessible and Integrated Services proposition.
- ii. Agree the activity planned for 2014/15 to embed this proposition more fully across the city; and
- iii. Agree to a further update report in six months (January 2015) from the Assistant Chief Executive (Citizens and Communities) on progress.

## **Main Report**

### **1. Purpose of this report**

- 1.1. The purpose of this report is to update Executive Board on the work done to-date in delivering the initiatives detailed in the November 2013 Executive Board Report around delivering Accessible and Integrated Services for the citizens of Leeds and to outline the activity that has been identified to take place in 2014/15 to further deliver the Council's aspirations for this proposition.

### **2. Background information**

- 2.1. Executive Board received a report in June 2013 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.
- 2.2. The key challenges identified in the report were 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.
- 2.3. In response to these issues, more detailed reports to Executive Board were brought in November and December 2013 to outline a new approach under the identity of Citizens@Leeds. These reports provided clarity on what was to be done to ensure a focus on tackling poverty and deprivation across the city and proposed four key propositions which set out the building blocks for a city-wide response. 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.
- 2.4. This report provides an update for Executive Board on progress made in delivering the first proposition: Providing Accessible and Integrated Services. The report sets out the work that has been done to-date in delivering the initiatives detailed in the November 2013 Executive Board Report which were focussed on making changes and improvements to the three main customer access channels; face to face (through community hubs), telephone (through the Corporate Contact Centre) and digital (through the Council's website) so as to help the citizens of Leeds better manage the impact of an increasingly complex social and economic environment.
- 2.5. Furthermore the report outlines the activity planned for 2014/15 to further embed these initiatives across the city.

### **3. Main Issues**

- 3.1. As the November Executive Board set-out, a key objective for Citizens@Leeds, through the Accessible and Integrated Services proposition was to build on the work done through the development of the Council's One Stop Centre network to deliver local solutions within communities that truly integrate council and partner service delivery so as to provide greater resolution for individuals and their families of increasingly more complex issues at the first point of contact.
- 3.2. To this end, the new approach is focussed on delivering true service integration within a network of community hubs, supported by efficient and effective telephone and digital access channels, with an explicit aim to:
  - Deliver truly integrated community hubs, which utilise permanent, mobile and virtual solutions.

- Integrate the delivery of key council and partner services by exploiting the three main access channels of face to face, telephone and digital.
  - Drive channel shift so that more universal and transactional services are delivered in the most efficient and effective way, with specific focus on shifting to digital channels.
  - Address digital inclusion across the city, a key factor in both tackling the broader anti-poverty aims of the Citizens@Leeds vision and ensuring that customers are best placed to fully exploit the benefits of on-line channel offerings.
  - Deliver our 'single-view' capabilities to ensure we join-up service delivery and deliver as far as possible an integrated service to the customer.
  - Use customer intelligence to drive channel shift, target service delivery and integrate provision to both reduce contact and where that is not possible, resolve more issues at the first point of contact.
- 3.3. The following sections provide detail on the progress made in delivering the initiatives set out in the Executive Board report for Accessible and Integrated services and outlines the key activities planned in 2014/15 to further embed them across the city.

### ***Community Hub Approach***

- 3.4. November Executive Board agreed to the establishment of three community hub pathfinders to develop our thinking and identify the best form of provision for delivering truly integrated face-to-face services. The three Pathfinder sites are 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.
- 3.5. Progress at the three pathfinder sites has been significant since they went live on 1st April 2014. Appendix A, outlines in detail the key service changes and improvements that have been made at each of the three pathfinder sites. However some of the key achievements have been outlined briefly below and include:
- Each pathfinder site now operates as a single team. Effective from the 1<sup>st</sup> April 2014, the three existing teams from Customer Services, Library and Information Services and Employment and Skills services have come together as one team under the leadership and management of a Community Hub Manager and Assistant Manager within Customer Services. Formal structural changes have not taken place and the teams are working effectively due to the goodwill of the staff involved.
  - The establishment of a single team ethos at each of the pathfinder sites has led to improvements in the existing services provided previously by the three separate teams. Improvements include a single reception point, standardised opening hours across all three services and increased staff flexibility.
  - There have been some significant examples of cross-council working since the Hubs went live in April, specifically with Children's Services and Housing Leeds where all opportunities for more integrated working are being explored and where possible implemented. One example of this at the Compton Centre, Harehills where closer working with the Children's Centre next door has led to services such as ESOL courses for adults and families, antenatal support group, Citizens Advice Bureau and the social justice team for asylum seekers and travellers being delivered from the Community Hub rather than – as previously – the Children's Centre. By moving these services and creating one 'community campus', the Children's Centre has freed up space for 80 additional under 2 free nursery places. Initially the Children's Centre had intended to spend £100k on portable cabins to accommodate the nursery places, but instead the Centre has spent £12k on refurbishment so that the spaces can be

provided in the Children's Centre itself, saving £88k. There are a number of examples where this could be replicated across the city.

- Some excellent work with partners outside of the Council has also been delivered since April. Specifically this has been with West Yorkshire Police who are co-locating their Neighbourhood Policing Teams in the Pathfinder sites so as to ensure closer working with council services and increase their presence in local neighbourhoods. This co-location is currently live at St George's Centre, Middleton where the Police launched the local neighbourhood policing strategy in early April. At Middleton both Police Officers and PCSOs are now working from and out of the building and the St George's Community Hub team are providing a 'front of house' service for the Police and taking referrals on their behalf. Work is also currently ongoing to co-locate neighbourhood policing teams at both Armley Community Hub and Compton Centre Community Hub, Harehills. These are likely to be operational by the end of the summer.
- A key objective of the Community Hubs is to go where people are and 'Pop-up' and again some good progress has been made in this area since April. One early example of where Community Hub staff are providing 'pop-up' services is at Stocks Hill Day Centre in Armley. This has proved very popular with the service users as Armley Community Hub staff have been able to assist with a range of issues for them including general advice regarding bidding for a property, re-housing and anti-social behaviour and property repairs requests. It is intended that this service will be provided twice a month.
- Another key objective of the Community Hubs is to ensure they are used by the community they support such that local people truly see the Community Hubs as community assets. To this end a number of good examples across all three pathfinder sites have delivered on this objective. One good example is at Armley Community Hub where a Caring Dads service is now being provided. Classes start at 6pm and run until 8.15pm (extending the opening hours of the Centre) to cater for working fathers who want to build a (previously broken) relationship with their children.

3.6. With regard to actions identified for 2014/15 to develop and embed the community Hub approach across the city, the following actions have been identified for delivery:

- Create a city-wide infrastructure of Community Hubs and deliver a sustainable resourcing model. This is the key next step in embedding the Community Hub model across the city as the demand for closer integration is already increasing with both internal and external partners at other sites across the city which are not pathfinders. To this end the development of both a city-wide roll out plan and the formalisation of an appropriate resourcing and staffing model needs to be developed and implemented as a matter of urgency so as to benefit from the demand and pressure building in the city for the Community Hub model. It is intended that both these will be developed and agreed before the end of the calendar year to enable implementation in 2015.
- Continue the good work already done with both internal and external partners to deliver multi-agency service delivery within pathfinder sites and beyond. Whilst the close working between the community hubs and the Police and Children's Services will continue to develop, the teams focus will also encompass more practical implementations of integrated working with both Housing Leeds and the NHS. A working list of integration options for housing management services has already been agreed and work is ongoing to identify the prioritised list for implementation.

- Likewise where co-location already exists between the Council and the NHS, work is ongoing to develop relationships and identify opportunities for more integrated working. An example of where this is at an early stage is at St George's Centre Middleton where meetings have been held with the manager of the NHS Musculoskeletal Team to identify roles that may be provided by the hub reception staff. It is expected that the team could receive patients, log their arrival and rebook appointments. If this works, it is expected that other NHS teams who work in the building will follow.
- Another key objective for community Hubs is to deliver services in a truly integrated way so as to meet the broader and more complex needs of local people. Given this a key action in 2014/15 for Community Hubs is to develop and agree integrated customer pathways that deliver integrated services which address a customer's broader 'circle of need'.
- In the main the focus of attention in the next 12 month will be on the development of the following three pathways:
  - Tackling financial hardship
  - Helping people into work
  - Addressing social isolation

For each of these a service redesign approach will be developed which includes customers and relevant stakeholders to design and develop an appropriate pathway for people to access a broad range of services from the Community Hub that will help them tackle financial hardship, find a job and/or address social isolation. The reason for focussing on these issues is that they are at the heart of the Citizens@Leeds agenda and will be key in supporting delivery of the three other propositions.

### **Corporate Contact Centre**

- 3.7. With regard to the corporate contact centre the November Executive Board report stated that whilst the contact centre managed significant volumes of customer telephone contact for a large number of council services, there was still much more that could be done through further transition of services, further process changes to ensure that more customer issues can be dealt with at the first point of contact and deeper integration between services in the centre to ensure an integrated response is in place to manage complex demand in-line with the Citizens@Leeds approach
- 3.8. To this end the report stated that work was on-going to develop a transition and integration programme with the aim of redesigning services within the centre to maximise the investment made in the Council's contact centre infrastructure.
- 3.9. Since the November report, significant progress has been made in the redesign of the Contact Centre and in both the development of the transition and integration programme and the practical implementation of it. Some of the key achievements include:
  - Establishment of the Leeds Community Health & Adult Social Care Integrated Gateway (SPUR) which has seen the first significant integration of partner services (LCHT) into the contact centre and the start of the development of the Health and Social Care Integrated Gateway service.
  - Transitioned the Wrap-Up Leeds service into the centre to assist with improving heating systems and reducing fuel poverty. This service is integrated with the Local Welfare Support Scheme team due to the inter-relationship between welfare support needs and fuel poverty.
  - The development and agreement to a Future Contact Centre Strategy which will see the establishment of 3 Centres of Excellence within the centre focussed on:

- Welfare, Benefits and Revenues;
- Health and Well-being; and
- Environment and community Infrastructure.

3.10. With regard to actions identified for 2014/15 to redesign the service offered by the corporate contact centre, the following actions have been identified for delivery:

- The establishment of the three 'centres of excellence' within the contact centre as per the agreed Future Contact Centre Strategy. The purpose of establishing 3 Centres of Excellence is to deliver more integrated service delivery at first point of contact and address greater complexity with regard to customer issues over the telephone. This will be done by:
  - Bringing together and co-locating related services onto the same floor in the Contact Centre;
  - Facilitating integration at a service and process level across the Centre of Excellence; and
  - bringing in further associated (telephony and back office) services into the Centre of Excellence that currently sit outside of the contact centre

Appendix B sets out the three proposed Centres of Excellence and the services that will be brought together within each.

- Continue to develop the Future Contact Centre Strategy, specifically around the detailed design for the contact centre in the new Merrion House. Under the Changing the Workplace proposals, the Contact Centre will migrate to the new Merrion on its completion and will not renew the lease agreement on the Westgate building. Savings from the Westgate lease on completion of Merrion house are a significant contribution to the asset realisations savings included in the Council's financial strategy.
- Develop plans to move the contact centre operation towards 24/7 working so as to meet the changing nature of customer access demand and also the operational requirements of services, specifically in the health and social care environment. This is a significant piece of work as it needs to address the full range of issues associated with extended access; not least the HR and ICT issues.

### **Digital Access**

3.11. The third principal channel identified for development and improvement as part of the Accessible and Integrated Service proposition is the growing Digital Access channel. As the November report stated the Council has made significant progress within the last 12 months on implementing technologies to support the development of our digital agenda, specifically around improving self-service options. These investments have enabled the creation of the new website and associated services (e.g. Web Chat) and the introduction of a new transactional web service which sits on top of the website and enables customers to self-serve for Council services on a 24/7 basis. These new services reduce demand on telephone and face-to-face officers who can in-turn spend more time dealing with customers who are more in need of our support and guidance.

3.12. Since the November report significant progress has continued to be made on the development of the digital access channel and some notable successes and achievements include:

- The formal establishment of a Digital Access Team within customer services. This team has responsibility for managing the Council's Website and making improvements to content based on customer feedback, plus the team also manages the active digital channels – Web Chat, Social Media and e-mail which are increasing

in importance and volume as people shift their own access preferences to more digital channels.

- Established a central web publishing resource which publishes content on the website on behalf of the majority of Council services. The introduction of central publishing has seen the number of council officers with web publisher rights across the Council reduce from 207 to 59 which will have a significant impact on the Council's ability to manage content on the website and ensure increased customer focus.
- Implemented web chat as a service offering for digital customers. For the period 1st August to 31st May the new team has handled 45,000 chats with a 94% deflection rate (that is 94% of those using web chat would have otherwise used a more expensive channel (Telephone, Face to Face or e-mail) to contact the Council). Overall, web chat has been hugely successful and customer feedback is very positive:
  - 95% rated the service positively: 'excellent' (66%), 'very good' (22%), or 'good' (7%)
  - 95% are likely to recommend our web chat service to others: 'highly likely' (82%) and 'quite likely' (13%)
  - 69% would otherwise have phoned, 21% emailed, and 4% visited
  - 83% had their query fully resolved during the chat – with most of these completing via the web.
- Established a more consistent approach to how we manage social media as a digital channel. Work in this area has seen social media 'reach' increase by approx. 13% for twitter and 49% for Facebook. Furthermore we have for the first time used Facebook & Twitter to manage contact around annual billing and rent statement despatches.
- Made significant Improvements to the website. The [www.leeds.gov.uk](http://www.leeds.gov.uk) website achieved top marks (four stars) from the Society of IT Management (SOCITM), up from one star the previous year. Only 8% of local authorities achieved four stars. Key factors were:
  - Mobile responsiveness of site, ie working well on smartphones and tablets not just PCs
  - Improved search facilities
  - Highly commended A-Z of services
  - Significantly improved content

3.13. With regard to actions identified for 2014/15 to continue the development of the digital access channel, the following have been identified for delivery.

- Establish and implement an approach to tackling digital inclusion. This is a key aspect of the Citizens@Leeds agenda and is focussed on our ability to provide access to digital services for our customers and communities, specifically for those where access to the necessary equipment is difficult and/or confidence in using technology to access services is limited.
- Go live with the new Customer Contact Platform (CCP) in Highways, Environmental Service and Waste Management. Delivery of the CCP platform will enable customers to access services on-line in the above service areas through using self-service methods. This will greatly improve access to services – making them available 24/7 and will enable customers to have more control over how and when they access services.
- Present for approval the CCP Phase 2 business case which will see the roll-out of the CCP platform to the remaining high volume service areas where self-service would greatly enhance customer access and will drive out efficiency through reducing the



amount of mediated contact. Services included within phase 2 are Council Tax and Benefits, Housing Leeds and Adult Social Care.

- Continue to improve the website and maintain the SOCITM 4\* rating obtained this year. Specific focus for the Website this year include consolidation of the central web publishing approach, improving content on high-contact pages to ensure they are customer focussed and make it easier for customers to find what they are looking for, improving accessibility to the website from an equality perspective to ensure that everyone is able to access the services and content they need and continue to deliver new sub-sites so that council sub-sites managed by 3<sup>rd</sup> parties can be migrated onto the Council's platform.
- Continue to implement improvements in Digital Access with specific focus on furthering the availability of Web Chat on the Council's website, introducing a new approach to e-mail management which looks to minimise the amount of contact that is conducted via e-mail (the most expensive form of contact) and develop our Social Media presence including working on supporting / developing community capacity for self-management using social media platforms to facilitate co-ordination and collaboration between individuals and communities.

3.14. As reported in November, together the actions delivered so far, plus those identified for delivery in 2014/15 across all 3 customer access channels will have a significant impact on achieving the ambitions of the Citizens@Leeds agenda as they pertain to customer access. It is hoped that the delivery of the Accessible and Integrated Service proposition will both improve the service delivered to citizens and communities across the city and deliver significant efficiencies by ensuring that cheaper channels (telephone and on-line) are available for customers to use, thereby ensuring that the majority of the Council's front-line officers are focussed on delivering an integrated service to those most in need of our help and support.

## **4. Corporate Considerations**

### **4.1 Consultation and engagement**

4.1.1 During the development of the Accessible and Integrated Service proposition and in the six months since the November Executive Board report a significant amount of consultation and engagement has been undertaken with all stakeholders involved including staff, services and directorates, Members and other public and 3<sup>rd</sup> sector organisations.

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

4.2.1 As per the November report, 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. To this end measures are in the process of being developed around ease of access and community interaction that will be used to assess the positive impact the proposition has on poverty and inequality in the city.

### **4.3 Council Policies and City Priorities**

4.3.1 Addressing poverty and deprivation is a key priority for the Council. The activities set out in this report support the Best Council Plan, 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 and moving people and families out of poverty.

#### **4.4 Resources and Value for Money**

4.4.1 As per the November report additional funding which is required to deliver some of the more significant aspects of the propositions, will be subject to the development of robust business cases and separate approval arrangements in accordance with the council's decision making processes. To-date the developments and improvements identified since November in paragraphs 3.5, 3.11 and 3.14 above have been implemented from within existing budget provision.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no legal implications arising from this report.

#### **4.6 Risk Management**

4.6.1 There are no significant risk management issues arising from this report other than that identified in the November report around demand and available resources. However as detailed in section 4.4.1, any additional resources required will be subject to the development of robust business cases and separate approval arrangements in accordance with the council's decision making processes

### **5. Conclusion**

5.1. Significant progress has been made in the delivery of the Accessible and Integrated Access to Service proposition since the November Executive Board report and the changes implemented have been welcomed by all stakeholders. The actions identified for 2014/15 will build on the good work done so far and will further improve access to service and ensure that those most in need of our support within the city are able to access it in a simple and integrated way.

### **6. Recommendations**

- 6.1. Members of Executive Board are recommended to:
- Note the progress made to-date in delivering the initiatives identified in the November Executive Board report for the Accessible and Integrated Services proposition.
  - Agree the activity planned for 2014/15 to embed this proposition more fully across the city; and
  - Agree to a further update report in six months (January 2015) from the Assistant Chief Executive (Citizens and Communities) on progress.

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

7.1. None.

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