

Report of the Assistant Chief Executive (Citizens and Communities)

Report to Executive Board

Date: 15th October 2014

Subject: Citizens@Leeds: Delivering Community Hubs across the city.

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 have received a number of reports over the last 12 months 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; and
 - being responsive to the needs of local communities.
- As part of the accessible and integrated services proposition, three pathfinder community hubs have been developed and Members received a progress report on their development at their meeting in July 2014, during which Members requested that work be undertaken to develop proposals for a city-wide network of community hubs. This report, therefore, sets out the proposed way forward for developing a city-wide network of community hubs.

Recommendations

Members of Executive Board are recommended to:

- 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.

- iii. Approve the proposal to create a single 'front of house team' to provide the community hub workforce. The team to be made up from all existing front-of-house staff based in customer services, libraries, housing Leeds and jobs and skills.
- iv. Authorise the Assistant Chief Executive (Citizens and Communities) to progress the detailed design of the proposed city-wide community hub network and associated workforce arrangements as set out in section 5.
- v. Receive an update report in March 2015 updating Members on the progress being made and the development of a detailed business case to support delivery of the aspirations outlined in this paper.

Main Report

1. Purpose of this report

- 1.1. The purpose of this report is to set-out proposals to Executive Board to deliver a sustainable network of community hubs across the city. These proposals are concerned with:
 - The geographical approach proposed to develop a network of community hubs across the city;
 - The assets proposed to be used to deliver the community hub network, and;
 - The workforce arrangements required to deliver integrated and accessible services across the hub network to maximise efficiencies and service delivery.
- 1.2. The proposals within this report seek to set out the high-level basis upon which a city-wide network of community hubs can be developed building on the successes and learning from the three pathfinder hubs agreed by Executive Board in November 2013.
- 1.3. Once key decisions have been taken regarding the geographic approach to be adopted; the assets to be included in scope; and the single team/workforce approach, more detailed work can then be progressed to deliver a sustainable network of community hubs to be in place across the city by the end of March 2016.
- 1.4. There are clear links between this report and two further reports on the Executive Board agenda:
 - Review of Library Opening Hours – the proposals contained within this report provide the basis over the medium to longer term to ensure the council makes full use of all council resources to help mitigate the need for future service reductions. For example, in the short-term the pathfinders and co-located services at the Reginald Centre are mitigating the impact of reduced library opening times for those communities.
 - Strategic Asset Management Plan – the proposals contained in this report are integral to the delivery of the principles included within the Strategic Asset Management Plan and will provide the basis for the rationalisation of assets across the city, specifically public-facing assets.

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. In response to these issues, more detailed reports to Executive Board have been brought over the past 12 months to outline, and provide progress on, a new approach under the identity of Citizens@Leeds. These reports provided clarity on what was being done to ensure a focus on tackling poverty and deprivation across the city built around four key propositions as follows:
 - providing more accessible and integrated services;
 - helping more people out of financial hardship;
 - helping more people into work; and

- being responsive to the needs of local communities.
- 2.3. A key objective for Citizens@Leeds, through the accessible and integrated services proposition, is 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.
 - 2.4. Executive Board agreed in November 2013 to the development of three community hub pathfinders to inform our thinking and identify the best form of provision for delivering truly integrated face-to-face services. The three pathfinder community hubs are at 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. Attached at Appendix A is a table outlining the key differences between a traditional One Stop Centre and the new service delivery model proposed through the Community Hub network.
 - 2.5. It is important to recognise that the integrated and accessible service proposition does not have a sole focus on providing help and support to those most in need. Indeed, the very essence of what the proposition is trying to achieve is to make it easier and simpler for all citizens and communities to access whatever service(s) they require in an integrated way.
 - 2.6. Therefore, whilst there is a clear focus on tackling poverty and inequality, the development of community hubs has a much broader aim to provide trusted places in local communities where local people can access the whole range of council and partner services in an easy and integrated way. In addition, we want community hubs to become a place and a resource that citizens use for wider community based activities that have a positive impact on broader social value and well-being. Libraries, for example, have played this role for some time and are absolutely central to the idea and design of community hubs moving forward as they embody that spirit of locally trusted places, often developed over generations, where people can engage, interact, learn and develop as pursuits in their own right.

3. Community Hub Pathfinders – Key Achievements and Challenges

- 3.1. A report to Executive Board in July 2014 provided an update on the significant progress that has been made with the delivery of the integrated and accessible services proposition.
- 3.2. For ease of reference, and for the purposes of outlining practical examples of how the community hub concept can facilitate improved service delivery to local citizens and communities, this report restates below the key achievements from the pathfinders, with Appendix B providing a more comprehensive list of the key service changes and improvements that have taken place.
- 3.3. Key achievements include:
 - Each pathfinder site now operates as a single team. Effective from the 1st 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 within customer services. Formal structural changes have not yet 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 several opportunities for more integrated working have been implemented or are being explored. One example of this is at the Compton Centre where closer working with the local children's centre has led to services such as ESOL courses for adults and families, an 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 two 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 and demonstrates the type of cost-savings that can be achieved through closer integration of services.
- Some excellent work with partners outside of the council has also been delivered since April. A specific example is 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 Armley Community Hub and the Compton Centre in Harehills.
- A key objective of the community hubs approach is to go where people are through 'pop-up' provision 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.

3.4. Whilst the above demonstrates impressive achievements, it is also clear that the pathfinders have experienced challenges and barriers to providing easier, more

integrated access to services which need to be addressed if a more sustainable community hub infrastructure is going to be delivered.

3.5. Highlighted below are the key challenges to progressing the community hub concept across the city.

- Whilst it is clear that the development of single teams within the pathfinders has had a positive impact, the lack of a coherent staffing structure is a key barrier to progress. As there has not been any formal restructure or staffing moves as part of the pathfinders, colleagues within the teams are operating under their existing job descriptions and salaries which makes integrated working more difficult from both a management and staff perspective. This is a key barrier to moving forward and has been identified by management, staff and trade union colleagues as something that needs to be addressed as a matter of some urgency.
- Another key barrier to progress is the lack of time during the working day to undertake dedicated training to up-skill and cross-skill members of the teams. Whilst training has been undertaken in the pathfinders it has not been as consistent as both managers and staff would have liked. This is in part due to the need for managers and staff to be helping and supporting customers during the day which means that training / shadowing becomes difficult. However it is also down to issues such as the inability of the team to access shared IT systems, and also (linked to the above issue), personal perceptions amongst team members about what is being asked of them compared with what they are paid etc. Again moving forward, the development of a structured, timetabled and resourced training plan for members of the team will need to be developed and actioned as a matter of urgency.
- As referenced above, the lack of integrated and shared IT systems has caused problems for the pathfinder teams, as access to each of the service systems is not available to all the team and is still access-controlled based on previous service lines. This is a key barrier to progress, as without integrated systems, it is impossible to work in an integrated way, not least because it makes it impossible for the team to provide access to a wider range of services, even at a basic enquiry level. Moving forward it is imperative that an IT workstream is established to ensure that integrated and shared systems exist within the hub network.
- The final key barrier to progress is the gap that exists between the desire to bring about change quickly and the organisation's ability to mobilise itself to meet this desire. Experience from the pathfinders show that this manifests itself in two ways. Firstly where progress has been made quickly, it has been at the expense of 'agreed' procedure with 'work-arounds' agreed to enable changes to be made quickly and the work needed to meet the agreed process only being done after the event. An example of this is the lease agreements for West Yorkshire Police to co-locate in the St George's Centre which was only developed after WYP moved in. Secondly where changes require the input of specific council resources (e.g. property management / ICT etc. etc.), the work is prioritised against all other competing demands from across the council which inevitably slows down the pace of change. This has had a detrimental impact on the development of the hub pathfinders both in terms of the 'look and feel' of the sites but also from a staff perception perspective where they don't see things that have been promised happening. Again moving forward, there is a clear need for more dedicated resources to be made available to the development of the community hub network from a number of council support services.

- 3.6. The above clearly demonstrates both key successes and barriers from the three pathfinders. Moving beyond the pathfinders and establishing a city-wide community hub infrastructure will clearly extend the opportunities that exist to deliver further key achievements. However a failure to address the barriers will seriously curtail the Council's ability to move the community hub concept from pathfinder status to a sustainable city-wide solution.

4. Main Issues – Moving towards a city-wide solution

- 4.1. As reported to Executive Board in July 2014, the next step needed in moving the community hub concept to the next stage is to deliver a sustainable network of community hubs across the city and put in place an appropriate workforce. In order to achieve this it is now important, therefore, to determine:
- the geographical approach that will be adopted to develop a network of community hubs across the city;
 - the assets proposed to be utilised to deliver the hub network, and;
 - how the workforce may best be organised to deliver integrated and accessible services across the hub network in the most efficient and effective manner.
- 4.2. At this stage agreement on these three critical issues is important to guide the next phase of the work.

The Geographical Approach to Develop a City-Wide Network of Community Hubs

- 4.3. Whilst to date work around community hubs has been focussed on the three pathfinders, demand for more integrated and accessible working from a face-to-face perspective is being seen across the whole of the city. Indeed the conversations and discussions ongoing with both internal and external partners has not been limited to the pathfinders and has been city-wide in scope, although any agreed work has almost exclusively been limited to the three pathfinder sites.
- 4.4. Given this, work has been done to better understand what the best geographical approach would be to establish a city-wide network of community hubs. It is, therefore, proposed to develop a network based upon discussions and considerations at a Community Committee level with a plan being developed for each Community Committee area, plus the development of a city-centre hub building on the current provision at 2 Great George Street. This will ensure our plans are informed from a local perspective taking account of local needs and issues and supported by city centre provision. It is also recognised that more local discussions will be required in some areas at ward member level to ensure local needs and issues are fully understood and considered. We are also keen to develop arrangements so that when community hubs become operational, relevant ward members are actively involved in their ongoing development and operation with Community Committees maintaining oversight of overall provision.
- 4.5. Delivering a model which puts Community Committees and ward members at the heart will help ensure local members have a pro-active and positive influence on the services delivered by their community hub network and will ensure that other geographical models adopted by other services, such as school clusters and integrated health and social care teams, are appropriately integrated and engaged.

- 4.6. Further to this, a Community Committee based model also fits with West Yorkshire Police's local neighbourhood policing strategy which is also based on the same approach. This again will allow more streamlined services to be delivered in partnership with the police, a key early success of the community hub pathfinders.

Public Facing Assets to be utilised to deliver the Community Hub Network

- 4.7. Delivering a Community Committee based approach across the city will see a range of council assets and pop-up locations across a Community Committee area being used for the development and delivery of the community hub network. This will enable the council to provide more 'points of access' to council services without the need to grow the asset base used to provide them. Indeed, early indications from the work undertaken to-date demonstrates that the approach being proposed will aid the council's desire to rationalise its asset base through a commitment to service integration and co-location into existing public facing buildings.
- 4.8. Therefore, to make good on this commitment to rationalise the council's assets through the delivery of community hubs, whilst at the same time providing easier and increased access points to council and partner services, the second proposal is to agree that all existing community based one stop centres, libraries and housing management offices be brought together to be managed as a single set of front-of-house assets and services, to enable a city-wide network of community hubs to be developed.
- 4.9. This proposal when delivered would see these buildings being used and branded as community hubs, providing access to the full range of council and partner services rather than, as now, them being used, and seen, as predominantly single-service buildings. This proposal would also highlight those assets that could be rationalised as a result of integration and co-location of services. Discussions are ongoing with asset management colleagues to ensure these are captured and reported as part of the asset rationalisation programme as indicated in the Strategic Asset Management report also included on this Executive Board agenda.
- 4.10. The community hub asset base would be brought together as a singular front-of-house set of assets/services, managed within the citizens and communities directorate, with services being commissioned from directorates and partners in a similar manner to the operation of many existing one stop centre and contact centre services.

A Sustainable Community Hub Workforce

- 4.11. The third proposal for delivering a sustainable network of community hubs builds on the previous two proposals, and is that a single 'front of house' team is created from front-of-house staff in customer services, libraries, housing Leeds and jobs and skills. Seeing this workforce as a single team based within the citizens and communities directorate will provide the workforce needed to deliver services at the network of community hub buildings and provide appropriate mobile/pop-up services across each community committee area.
- 4.12. It is important to recognise that a move of this nature will not lead to the development of a simple, generalised workforce. The principle of developing a workforce of the nature expected to deliver within community hubs is one that is capable of serving a wide population whilst also providing the dedicated and specialised skills and resources needed to help local people and communities. In this regard, and as a form of example, it is clear that this workforce will be developed and trained to fully deliver the statutory responsibility required of a comprehensive and efficient library service, as defined by the

Public Libraries and Museums Act 1964. Furthermore, for Leeds library and information service to remain effective, the continued development of the library service and its delivery to people who live, work and are educated in the city is crucial. This needs to be maintained by specialised staff in both the central library (which does not form part of this proposal) and a wider library team away from the front line, to innovate, then train and support the integrated front line team. The same principle will apply to other services such as housing management and employment and skills services.

- 4.13. This proposal, which is in-line with the council's approach to increased staff-flexibility, the development of career families and the new way of working being developed in the three community hub pathfinders, is a radical departure from the more traditional service delivery model commonly adopted. In essence, and as stated above, delivery of this proposal would see relevant council services commissioning a front-of-house service from a single team made up of colleagues who are currently part of the public-facing aspects of the four services identified in 4.11 above. Under this proposal those colleagues would be brought together into one formally structured team within customer services to provide the full range of services to be delivered by the community hub network.
- 4.14. It is envisaged that the development of this single front-of-house workforce will provide an appropriate professional career development route for colleagues in the team and will enable the flexibility required to provide both a static and mobile / pop-up services across the Community Committee areas.
- 4.15. Furthermore, the workforce design will both deliver savings, through reductions in management and supervisory levels and enable the workforce to be managed in such a way that the range of services can be provided over an extended day, moving the council away from having to reduce opening times of public-facing buildings as a result of the need to make savings. Indeed, it is intended that through this move, the council will be in a position to extend opening hours to key council services.
- 4.16. In taking these changes forward, service re-design will be a key component, both in regard to front-of-house operations within community hubs, but also where certain policy or city wide functions continue to exist in professional service areas. This whole system approach to service design will be important to ensuring the new arrangements work effectively and that resources are in the right place.

5. Main Issues – Next Steps

- 5.1. The above proposals represent significant change and innovation for the way services are delivered locally through face-to-face contact and it is intended that delivery will be seen nationally as best practice.
- 5.2. Bringing about this degree of change will require fundamental change in the way we organise and structure the workforce and, therefore, it is critical that the organisation proceeds from design to delivery in a controlled and managed way.
- 5.3. Given this, the next steps proposed for the development of these proposals into workable arrangements and processes are outlined below:
 - The establishment of a project team from existing resources across all the areas affected by these proposals.
 - The identification of local service needs to ensure the community hub network is developed in response to local need and demands for services and support.

- Consultation with all key service areas and partners on the proposals contained within this report to determine the specific scope in terms of services, assets and workforce.
- Consultation with Community Committees on the proposals contained within this report to ensure the proposals and design of the 'front of house' provision meets need across the Community Committee area.
- More detailed discussion with ward councillors where more local consideration is required.
- The development of a new leadership and management model for all services in scope to provide the leadership basis and capacity to support the roll-out of the city-wide network.
- To develop a business case that sets out the proposed city-wide approach, timescales and resourcing needs, including the financial savings to be achieved from these changes.
- Asset transfers, staff transfers and budget virements to be determined and agreed with full responsibility transferring to Citizens and Communities directorate as at 1st April 2015 to coincide with the commencement of the new financial year and providing the basis for the new arrangements to be fully implemented during 2015/16.
- Progress report to Executive Board in March 2015.

6. Corporate Considerations

6.1. Consultation and engagement

- 6.1.1. During the development of the accessible and integrated service proposition and in the nine months since the November 2013 Executive Board report, a significant amount of consultation and engagement has been undertaken with all stakeholders involved including staff, services and directorates, elected members and other public and third sector organisations.
- 6.1.2. Recent consultation has taken place with Trade Union colleagues through the Citizens@Leeds Trade Union Engagement group on the proposals contained in this report. It is clear from this engagement that they are supportive of the proposals and are keen to see them developed and put in place as soon as possible.
- 6.1.3. Feedback from customers and staff using the three pathfinder sites has been very positive and a recent external assessment referenced that staff were "wildly enthusiastic" about the new arrangements and ways of working.

6.2. Equality and Diversity / Cohesion and Integration

- 6.2.1. As per the November 2013 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.

6.3. Council Policies and City Priorities

6.3.1. Addressing poverty and deprivation, helping people into work and tackling social isolation are key priorities for the Council. The activities set out in this report support the Best Council Plan objectives of supporting communities and tackling poverty and promoting sustainable and inclusive economic growth. 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. As per the November 2013 report additional funding which is required to deliver the proposals set out in section 4 above 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 any developments and improvements identified for the three community hub pathfinders have been implemented from within existing budget provision.

6.5. Legal Implications, Access to Information and Call In

6.5.1. There are no legal implications arising from this report.

6.6. Risk Management

6.7. There are no significant risk management issues arising from this report other than that identified in the November 2013 report around demand and available resources. However as detailed in section 6.4.1, 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.

7. Conclusion

7.1. Overall, the three proposals outlined above 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.

8. Recommendations

8.1. Members of Executive Board are recommended to:

8.1.1. 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.

8.1.2. 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.

- 8.1.3. Approve the proposal to create a single 'front of house team' to provide the community hub workforce. The team to be made up from all existing front-of-house staff based in customer services, libraries, housing Leeds and jobs and skills.
- 8.1.4. Authorise the Assistant Chief Executive (Citizens and Communities) to progress the detailed design of the proposed city-wide community hub network and associated workforce arrangements as set out in Section 5.
- 8.1.5. Receive an update report in March 2015 updating Members on the progress being made and the development of a detailed business case to support delivery of the aspirations outlined in this paper.

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.

What is a One Stop Centre v's a Community Hub

One Stop Centre (OSC)	Community Hub
Service specific departmentally based management structure	One front-of-house team with a single management structure improved working relationships across the hub
Departmentally based and service specific standards	Cross centre service standards
Clearly defined staff roles and responsibilities	Cross-skilling of front-of-house staff provides better value for money as able to do more with same level of resource Teams cross-skilled across library, employments and skills, housing and customer service processes and procedures Cross-skilling of staff allows greater sign-posting and awareness of different services provided in the hub
Job shop only co-located in some of the bigger OSC's	Whole team cross skilled and focussed on helping customers with job searching
OSC promotes local / city wide job opportunities	Hub used by employers for recruitment open days, interview test centres and training centres
Credit Union branches only co-located in some of the bigger OSC's	Whole team cross-skilled and focussed on helping customers manage their finances Credit Union access through all hubs with the intention to also develop all as loan shops
Deals with specific service requests	Triage approach to assisting customers with enquiries which will provide an improved customer experience
Deals with transactional service requests	Ensure an holistic approach is taken to a customer's needs
OSC closed on an evening and weekend	Evening use of the centre encouraged for the local community cross-skilling of staff ensures that some basic functions of the jobshop, customer services and library can be completed whilst centre is open
OSC only open Monday to Friday with service specific opening hours	Hubs open standard hours with all services open when the building is open
OSC only operates within the building that its based in	Pop-up service provided by hub staff at other locations e.g. day centres, supermarkets, GP surgeries etc.
Work with specific space with the building	Able to maximise space within the building Can ensure that partner services within the building are focussed around providing a customer-focused integrated service delivery
	Drive to integrate more services into community hubs and work with other service areas to respond to needs and pressures e.g. example of children's centre and Compton Centre
	Drive to provide more community based use
	Co-location and service integration with key partners such as West Yorkshire Police
	Strong links with local ward members and community committees
	Focus on providing fun community events which draws customers in who then access other services
	Greater opportunity for job development for staff working in a community hub

Community Hub Pathfinders - Key Service Changes and Improvements

Armley Community Hub - Key Achievements

Integrated & Accessible Services

- Aldi information sessions held to link local people to 30 local jobs – well attended. 280 local people attended the sessions
- Caring Dads service now provided at Armley Community Hub offering the opportunity for Dads to rebuild a (previously broken) relationship with their children. Classes start at 6pm to cater for those working fathers and will run for 17 weeks. Armley Community Hub now opens until 8.15pm on these days.
- Plans being developed for integration of Housing Leeds into the Community Hub.
- Discussions with the adjacent Children's Centre are ongoing on how one Community Campus can be created.
- Archway surgeries now provided twice a week. This new service is aimed at vulnerable 16 – 25 year olds and is new to the community hubs. The surgeries at Armley are targeting young people with tenancies. Archway provides intense support for any issues young people are facing.
- New Credit Union surgery is now being provided at the centre which helps promote Credit Union services to council tenants in arrears and for those tenants wanting budget advice and help around paying bills. The Credit Union will help encourage tenants to set up a credit union budget account and where appropriate they will refer them to our staff for Step Change Debt Advice and other services that we can offer.
- Development work ongoing with Family Support & Parenting service to provide support from the centre to parents who want to work or attend training courses but are unsure how to find good quality childcare.
- Meeting held with Connexions and BARCA regarding the use of rooms at Armley for drop in sessions for young people. Connexions provide personal, transition and career support for 13 – 19 year olds. BARCA is a multi-purpose charity in Bramley which provides specialist support to people to help them overcome a broad range of issues.
- Talks are on-going with West Yorkshire Police regarding their co-location into the centre. The nearest Police Station is at Pudsey but there is no 'drop-in' at this site so location within Armley brings the Police local. The space is ready and we are awaiting the Police go live date
- A new 'pop-up' service has taken place at Stocks Hill Day Centre and proved very popular with the customer group. Armley Community Hub Staff were able to assist with a range of enquiries. This service will be provided twice a month.

New Team

- Team Armley has been created from customer services, library and job shop colleagues. By using the name Team Armley the Council is bringing together services and creating a team serving the people of Armley from the Community Hub. A community hub manager and assistant manager have been appointed and started their roles.
- Single Team meetings have been established where Team Armley sit down and discuss issues together as one team rather than three separate services. Staff integrating well and quickly.
- The majority of Team Armley have now shadowed library duties and are now able to assist with helping to open up the centre on a morning.

- A skills audit is being completed with each member of the team to help assess their competence and confidence with the floor walking duties they will be undertaking. This audit will help to create a training and development plan for the centre.

Physical Alteration

- Work is ongoing to look at the design of the centre including:
 - Changing the layout of the main library area to open up the space more.
 - Creating a new single reception desk and area for self-serve PCs.
 - Refurbishing the entrance area to create a more welcoming first impression of the centre. This part is complete
 - The Credit Union area is to be refurbished to promote it as a viable alternative to pay day lending

Compton Centre - Key Achievements

Integrated & Accessible Services

- Worked with the adjacent Children's Centre to look at how services are delivered by the Compton Centre and by the Children's Centre in a Community Campus. The following services have been moved from the Children's Centre to the Compton Centre: ESOL course for adults, ESOL for families (focus on literacy for schools), antenatal support group, citizens' advice bureau and the social justice team for asylum seekers and travellers. By creating a one campus approach and operating across the two centres, the Children's Centre has freed up space for 80 additional under 2 free nursery places, saving £88k in potential costs.
- IT skills sessions for customers are now being delivered by the Learning Partnership and the YMCA. This frees up time for Team Compton to do more in depth interviews/ support for jobseekers.
- Welfare Rights are now providing weekly surgeries to help support members of the deaf community from the community Hub.
- Video Conferencing for British Sign Language Interpretation will be piloted from the Community Hub which helps support the welfare rights surgeries.
- The community hub will be involved in the Harehills festival in September 2014. Team Compton staff have formed a working group to consider what will be promoted at the festival.
- Talks are on-going with West Yorkshire Police regarding their co-location into the centre. The nearest Police station is Seacroft so location within Compton brings the Police local. There is no parking for a Police vehicle which has delayed the Police moving in but Highways have agreed a new parking bay at the front of the building specifically for the Police. Once this is in place the Police can co-locate.
- Team Compton have delivered cross service front of house support which has enabled time to be freed up in the jobshop for staff to provide a more supportive role to customers e.g. Arranging an appropriate support referral for a disabled youth and reassuring their parent of support available for them at college. The new team have also started to book Job Shop appointments in private enquiry booths for more in-depth / sensitive appointments.
- During the school holidays the wider team delivered fun sessions of craft and knit & natter.
- A local care home asked if they could promote vacancies and recruit at the Centre as they wanted local people to take the jobs. 5 jobs were available and 5 local people were employed. This to be extended to other local employers.
- The Hate Crime Strategy was launched in the garden of the Centre and attended by Police Commissioner, Senior Councillors and Police plus local people

New Team

- Team Compton has been created from customer services, library and job shop colleagues. By using the name Team Compton the Council is bringing together services and creating a team serving the people of Harehills from the Community Hub. A community hub manager and assistant manager have been appointed and started their roles.
- Single Team meetings have been established where Team Compton sit down and discuss issues together as one team rather than three separate services. Staff integrating well and quickly.
- Floor walking introduced for library and Job Shop areas as well as customer services, referring to self-serve and giving general advice. Team Compton have also helped customers with IT queries during busy periods.
- A skills audit is being completed with each member of the team to help assess their competence and confidence with the floor walking duties they will be undertaking. This audit will help to create a training and development plan for the centre.

Physical Alteration

- Work is ongoing to look at the design of the centre and early wins include all services being delivered from a single reception desk, a more inviting and open job shop that is integrated into the rest of the building and not stand alone
- A loan shop is to be established in the Centre to promote Credit Union lending
- A longer term look at the use of the whole public area space is to be undertaken.

St Georges Centre - Key Achievements

Integrated & Accessible Services

- Middleton Neighbourhood Police Team now co-located in St George's Community Hub.
- Community Hub Staff now provide a reception function for customers wishing to speak to the Police in addition to the council and NHS customers during opening hours.
- The Police launched their local neighbourhood policing strategy for Leeds at the new centre.
- The Job Shop is now open 8am – 6pm during weekdays for job searching. Previous opening times were 2 days a week
- Archway is providing a surgery each week at the Community Hub. This service is aimed at vulnerable 16 – 25 year olds and is new to the community hubs. Archway provides intensive support of a range of issues for young people
- On-going work with the NHS to look at further integration, specifically the role of the hub reception staff.
- Job shop celebration event held at the centre in May. Hosted by local Ward Councillors, the event was a thank-you to partners and staff for the work the job shop and Community Hub did to assist local people into jobs at the new Asda which has opened opposite the centre. In total 220 jobs were filled by Asda with 147 (67%) of these going to people with LS10 postcode.
- New Credit Union surgery is now being provided at the centre which helps promote Credit Union services to council tenants in arrears and for those tenants wanting budget advice and help around paying bills. The Credit Union will help encourage tenants to set up a credit union budget account and where appropriate they will refer them to our staff for Step Change Debt Advice and other services that we can offer.

- Meeting ongoing with IGEN and GMB, who provide employment and skills services, to see what they can offer in terms of support to the job shop expertise services at St George's Centre.
- Work-around achieved with IT to enable hub staff to use library PC's. This has extended the number of PCs available to 15 at all times.

New Team

- Team St George's has been created from customer services, library and job shop colleagues. By using the name Team St George's the Council is bringing together services and creating a team serving the people of Middleton from the Community Hub. A community hub manager and assistant manager have been appointed and started their roles.
- Single Team meetings have been established where Team St George's sit down and discuss issues together as one team rather than three separate services. Staff integrating well and quickly.
- A weekly training hour has been set-up for staff to begin shadowing and on each other services.
- Work is ongoing to develop the type of enquiries that can be dealt with at the reception desk so as to ensure that only more complex enquiries are dealt with in the booths.
- A skills audit is being completed with each member of the team to help assess their competence and confidence with the floor walking duties they will be undertaking. This audit will help to create a training and development plan for the centre.

Physical Alteration

- Work is ongoing to look at the design of the centre and early wins include new flooring in the library part of the public area to give the feel of greater integration with the rest of the public area.
- The redesign of the Centre will look at creating more space to be used for the public. The review of how space is used includes the NHS. The idea is to use the space better to co-locate more organisations.