

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

### Report to Executive Board

Date: 15<sup>th</sup> July 2015

**Subject: Citizens@Leeds: Delivering Community Hubs across the city – Progress Update.**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input checked="" type="checkbox"/> Yes	<input 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 18 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 in operation since April 2014 and Members received a report on developing the Community Hub model on a city-wide basis in October 2014 given the success of the pathfinder. The October 2014 Executive Board report set out a number of recommendations for progressing the roll-out of the Community Hub approach across the city.
- This report therefore outlines progress to-date in delivering the recommendations from the October 2014 Executive Board report and for developing a city-wide network of community hubs.

### Recommendations

- Members of Executive Board are asked to note the content of the report, the progress made to date in delivering the Community Hub approach across the city and the next steps to be taken by the Assistant Chief Executive (Citizens and Communities) as outlined in Section 5.
- Further to this, Executive Board are asked to;
  - Authorise the Assistant Chief Executive (Citizens and Communities) to develop a Business Case for Building / Infrastructure changes for Phase 2 Community Hubs. And report this back for agreement to Executive Board in December 2015.
  - Receive a further update report in December 2015 updating Members on progress in delivering the Community Hub model across the city.

## **Main Report**

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

- 1.1. The purpose of this report is to update Executive Board on the progress being made in developing and delivering the city-wide network of community hubs and to specifically outline progress made against the recommendations agreed at Executive Board in October 2014.

### **2. Background information**

- 2.1. A key objective for our Citizens@Leeds work is to build further on the excellent work done through the development of the council's one stop centre network. 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.
- 2.2. 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.
- 2.3. Based on the success of the pathfinder sites, Executive Board received a further report on Community Hubs in October 2014. That report set-out both the successes delivered by the Pathfinders and the challenges they faced in delivering truly integrated and accessible services and proposed a city-wide network of community Hubs to build on the success of the pathfinders.
- 2.4. The recommendations agreed by Members of Executive Board for the establishment of a city-wide network of community hubs were as follows:
  - i. 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.
  - ii. 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 of the report.
  - 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.

- 2.5. The proposed update report was not able to be prepared in time for the March 2015 meeting due to a number of factors principally concerned with the asset and workforce changes that needed to be concluded to enable the 'new' service to come into effect on the 1<sup>st</sup> April 2015 which took the majority of focus and attention at that time. This report now provides the update previously agreed.

### **3. Key Messages**

- 3.1. One year on and the three pathfinder community hubs are making a real difference for local communities, enabling us to deliver more and better services at the same or lower cost.
- 3.2. Community hubs are developing 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.
- 3.3. Libraries are now opening for longer, we are taking the job shop approach to areas of the city where there was previously no provision, and we are helping more people into work.
- 3.4. Phase 2 will see the development of our Community Hub 'Extra', 'Local' and 'Mobile' approach extended to 12 sites during the next 12 months.
- 3.5. 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 – Positive progress on Pathfinders and Early Successes**

- 4.1. Before outlining the work being done to progress the recommendations from the October 2014 Executive Board, it is worth reflecting on the continued development of the Community Hub approach across the city through both the existing Pathfinders and through some early successes achieved since 1<sup>st</sup> April this year. This 'Phase 1' work continues to be central in providing a 'blueprint' for the future development of the Hub network across the city.

#### ***Meeting local need – Armley Community Hub***

- 4.2. The Pathfinders now have a year under their belts in terms of working as a single team and therefore the focus for the next 12 months is on really developing the services to meet local need. Work is ongoing in Inner West area around the Armley Community Hub to develop this thinking and use as the basis for developing similar approaches for the two remaining Pathfinders and the proposed Phase 2 Community Hubs.
- 4.3. For Armley, the work being done on developing an understanding of local needs and priorities is two-fold; through the better use and application of intelligence and through enhanced partnership working with key local service providers, led by local ward members.
- With regard to the better use and application of intelligence, work is underway to build an Armley Hub intelligence profile which will be used to better understand the local community's needs. Baseline footfall data to Armley hub has been used to define the boundary for data gathering. Information included in the profile will look at communities living in the area, their demographic profile, housing tenure, employment status, income and benefits, health issues, language needs, community safety etc.

- With regard to enhanced partnership working, whilst continued work is ongoing with colleagues from the Police, Health and the Third Sector to provide more integrated services, work is also taking place to identify local key service providers and stakeholders with whom we can share our intelligence findings and jointly determine needs being met, any gaps and potential priorities. This will be done through a local networking event (led by ward members), with the aim being to bring the community committee and community hub activity together whilst also helping to create improved relationships between the various frontline service providers and establish signposting arrangements locally.

4.4. The work being done in Armley provides a framework for development and application across the city to deliver services that meet local needs and priorities and the role of local ward members and community committees in providing local community leadership and engaging with key local service providers and partners is crucial to its success. To this end, early discussions with local wards members and community committees on the development of the pathfinders and the proposed Phase 2 developments will be instigated over the summer.

### **Early Successes**

4.5. Alongside the continued successes being delivered by the pathfinders, and despite only being 'live' with true integration of services and staffing for 3 months, there have been a number of successes delivered across the city as a result of the new ways of working. Some of the key successes include:

- **Extended Library Opening.** Executive Board received a report in October 2014 on the Review of Library Opening Hours. Within that report the Community Hub development was identified as an opportunity "*to ensure the council makes full use of all council resources to help mitigate the need for future service reductions.*" The opportunity identified in that report was around the Reginald Centre. However through the full integration of Customer Services and Library teams, the Community Hub approach has led to additional efficiencies that have enabled the extension of library opening times at certain sites across the city with no increase in resource. These are:
  - Reginald Centre, Chapeltown. It was agreed as part of the Review of Library Opening Hours in October 2014 to see if the Chapeltown Library at Reginald Centre could remain open and be staffed by Customer Services thereby allowing Libraries to still achieve their required savings. This change has happened to the effect that whereas the Library used to be open afternoons only and closed on a Thursday, it is now open every day, giving an extra 24 hours per week of Library provision on top of current provision.
  - Yeadon Library is currently being refurbished as a Community Hub 'Local' (see below) as a result of moving Aireborough One Stop Centre into the Library. Once re-opened (mid-July 2015), the library will open all day Tuesday which will provide an extra 8 hours per week of Library provision on top of current provision.
  - Bramley Library. As part of the review of Library Opening Hours, Bramley Library was due to close on a Thursday to allow library staff from Bramley to work at other sites across the city (Headingley and Pudsey). Under the Hub approach there has not been the need to provide extra staffing at these sites on a Thursday due to the fact that staffing levels are now being managed city-wide rather than per area (as was the position previously). Therefore the Library has

remained open on a Thursday which provides an extra 8 hours per week of Library provision on top of current provision.

- St George's Centre, Middleton. Again as part of the review of Library Opening Hours, the proposal was to reduce opening hours at St George's Centre Library to 22 Hours per week. Under the Hub approach, the Library is actually now open for 56 hours per week which therefore provides an extra 34 hours per week of library provision on top of the previously proposed provision.
- **Working with Leeds City Credit Union (LCCU).** Alongside the extensive work we already do with LCCU, two further Loan shops run by LCCU are due to open at Compton Centre in Harehills and Morley One Stop Centre in June of this year. Adopting the model from the LCCU Loan Shop on Roundhay Road, the two new facilities will provide access to low cost loans for local citizens.
- **Extended Job Shop Provision.** Outside of the existing Job Shop provision across the city, we have through the Hub approach taken Job Shops 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 been delivered in areas including, Horsforth, Moor Allerton, Wetherby and Holt Park.
- **Working with the Third Sector.** A central part of the Community Hub approach is working with the Third Sector and we continue to make significant progress in this regard as the following examples demonstrate:
  - Rolling out Money Buddies in Community Hubs so that local trained volunteers can help other residents face up to debt problems. The volunteers have usually been in debt themselves so can talk to others on this basis.
  - Victim Support has co-located into the City Centre One Stop at 2 Great George Street. Previously they did not have a permanent Leeds base and having moved they see the benefits of having other services with them to help victims recover from crime.
  - The Migration Partnership has agreed a lease to move its city-wide organisations into the City Centre One Stop at 2 Great George Street. This will help them coordinate their services and thereby reduce duplication that previously existed as a result of them working in different parts of the City.
  - Working 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.
  - The YMCA is working with the Council in running a Job Shop at Osmondthorpe One Stop Centre to help residents into work.
- **Working with West Yorkshire Police.** West Yorkshire Police's Local Neighbourhood Police Teams are now co-located in the three pathfinder sites with two further sites being organised (Dewsbury Road and Horsforth). This arrangement means the Police are in the local areas they serve and residents can access police services via the Councils customer services team.
- **Creating a more flexible, Community Hub Workforce.** 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 for example. Since its introduction this new role has enabled us to run more job shop provision across the city.

Linked to this, work has also been done to integrate the role of Registrar and Customer Service Officer at 2 Great George Street. Under this approach registrar enquiries can be dealt with by a CSO, allowing Registrars to focus on the more technical aspects of their role. If the pilot at 2 Great George Street is successful, this approach can be rolled out across the city thereby increasing Registrar provision.

## **5. Main Issues – Moving towards a city-wide Community Hub network**

5.1. Alongside the above, positive progress has also been made in delivering against the recommendations set out in the October 2014 Executive Board report. What follows, outlines the progress made against the principle objectives of:

- Developing and delivering the city-wide Community Hub network; and
- Integrating and developing the Community Hub workforce.

### ***Developing and delivering the Community Hub Network***

5.2. In October 2014 Executive Board agreed to bring together One Stop Centres, Community Libraries and Housing Management Offices as the basis for the new Community Hub network.

5.3. As of 1<sup>st</sup> April, 32 Community Libraries and 7 Job Shops came under the leadership and management of the Citizens and Communities Directorate. Work is ongoing with Housing Leeds colleagues regarding the Housing Management Offices with a view to starting to implement changes, from October 2015. Work is also ongoing regarding the transfer of the mobile library service and the plan is for this to transfer across to Citizens and Communities Directorate in October 2015

5.4. The proposed approach for the Community Hub network is to base it on 3 'types' of provision: Community Hub 'Extra', Community Hub 'Local' and Community Hub 'Mobile'. Appendix B outlines in detail the level of service customers can expect from each of the three types of Hubs. However the following provides a brief outline for each:

- **Community Hub 'Extra'**. 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. It is envisaged that there will be approximately 7 of these sites across the city.
- **Community Hub 'Local'**. 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 we redesign One Stop Centres, Libraries and Housing Management Offices to become Community Hubs. Although they will not provide the full range of Council and Partner services that the Community Hub 'Extra' sites do, they will provide those services that are most required by local people. Also given they will not provide the full range of services, they will 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'**. The mobile provision 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. Again although 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.

- 5.5. The aim is to have provision in each ward based on one or more of the Community Hubs outlined above and work is ongoing with Asset Management, Libraries and Housing Leeds colleagues to develop a baseline plan for discussion with local ward members and Community Committees so that firm proposals on the Community Hub network can be developed over the next 6-9 months with delivery as part of Phase 3 in 2016. Further to this, engagement with local school clusters, neighbourhood networks and CCGs will also take place on the Hub network to ensure there is full integration at a local level and all local governance structures are working together to meet the full range of needs within local communities.
- 5.6. Whilst the whole city network is currently under development, there is 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. Therefore, we are specifically proposing to progress Phase 2 (Phase 1 being the 3 pathfinders) now.
- 5.7. The sites to be covered within Phase 2 are as follows:

Area	Community Hub Extra	Community Hub Local
<b>City Centre</b>	<ul style="list-style-type: none"> <li>2 Great George Street</li> </ul>	n/a
<b>Inner &amp; Outer North West</b>	<ul style="list-style-type: none"> <li>Horsforth</li> </ul>	<ul style="list-style-type: none"> <li>Otley</li> <li>Yeadon</li> </ul> <i>Others to be considered as part of Phase 3</i>
<b>Inner &amp; Outer West</b>	<i>Armley Community Hub already in place</i>	<ul style="list-style-type: none"> <li>Pudsey</li> <li>Bramley</li> </ul> <i>Others to be considered as part of Phase 3</i>
<b>Inner &amp; Outer North East</b>	<ul style="list-style-type: none"> <li>Reginald Centre</li> </ul>	<i>To be considered as part of Phase 3</i>
<b>Inner &amp; Outer East</b>	<i>Compton Centre Community Hub already in place</i>	<ul style="list-style-type: none"> <li>Garforth</li> </ul> <i>Others to be considered as part of Phase 3</i>
<b>Inner &amp; Outer South</b>	<ul style="list-style-type: none"> <li>Dewsbury Road</li> </ul> <i>St Georges Centre Community Hub already in place</i>	<ul style="list-style-type: none"> <li>Hunslet</li> <li>Rothwell</li> <li>Morley</li> </ul> <i>Others to be considered as part of Phase 3</i>

- 5.8. The aim with the Phase 2 sites is to ensure they are up and running as Community Hubs within the next 6-9 months. To this end, resources have been secured to work on the business case required to deliver the Phase 2 changes from a buildings and infrastructure perspective and this will be reported for approval to Executive Board in December 2015.
- 5.9. Further to the above, 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.

### ***Developing the Community Hub Workforce***

- 5.10. It was agreed at the October 2014 Executive Board to bring together face to face customer services staff, library assistants, job shop community engagement officers and relevant Housing Leeds colleagues to create a single, sustainable ‘front of house’ workforce for the community hub network.
- 5.11. As of 1<sup>st</sup> April 2015, circa 210 colleagues from Libraries and Employment and Skills moved across to Citizens and Communities Directorate and are now part of the Customer Services team. Library colleagues who moved across have also now been moved onto a B1 grade to keep them in line with Central Library colleagues and to ensure they are paid the Living Wage. This change will take effect in July 2015 and will be back-dated to 1<sup>st</sup> April 2015.
- 5.12. As per the assets, work is ongoing with Housing Leeds colleagues regarding the staff in-scope for the community hub workforce from a housing perspective. Given the recent reorganisation within Housing Leeds and the development of more generic housing assistant job roles, it is not as clear cut as it was for Library and Job Shop staff about who is in scope therefore there is work to be done to ensure that any changes and moves are appropriate and proportionate to the front-of-house housing role. Again a working date for starting to make the changes is from October 2015.
- 5.13. New temporary leadership and management arrangements have been put into place to ensure that all 210 new colleagues have access to management support and advice. Work is ongoing with corporate HR colleagues on the development of the Customers and Communities Career Family structure and appropriate role profiles and specifications are being developed so that a formal structure can be put in place across Customer Services by the end of March 2016.
- 5.14. As outlined in paragraph 4.6 above, work is ongoing to put together a phased development plan, with the potential Phase 2 Community Hubs identified. From a workforce perspective, the work on the Phase 2 sites is focussed on delivering the following in each site:
- The single Community Hub team;
  - Making sure all services are available if the Hub is open;
  - Providing an integrated front desk;
  - Delivering more integrated pathways for customers around:
    - Helping people into work;
    - Tackling financial hardship;
    - Tackling social isolation;
  - Ensuring there is sufficient self-serve capability, and;
  - Developing appropriate Partners services such as Leeds City Credit Union, West Yorkshire Police etc.
- 5.15. Using the Pathfinders as blueprints, all Hub colleagues working at the Phase 2 sites are 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.
- 5.16. Obviously there are many Libraries that are not part of Phase 2. Therefore for these sites a Community Hub ‘Lite’ approach (the first step in becoming a Community Hub ‘Local’) is being adopted for delivery over the next 6-9 months to coincide with the work



being done on the Phase 2 sites. In the main the 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.

5.17. To enable the staff that moved into the new service in April 2015 to be in the position to carry out the above functions, a skills and capabilities audit has been undertaken for each person so that a detailed training and development plan can be put into place to ensure that all staff are able to contribute in the best way to the delivery of integrated services within the Community Hub model.

## **6. Main Issues – Next Steps**

6.1. The above section demonstrates the work that has been done since the October 2014 Executive Board report and outlines the plans in place for the next stage of development. Principally, the key next steps for the programme of work are as follows:

- Engage local ward members and community committees to agree the network of Hubs in their area.
- Introduce new ways of working for the Phase 2 Community Hubs and deliver integrated teams within those sites.
- Engage local ward members and community committees on ensuring that the pathfinder sites and Phase 2 community hubs are reflective of local need and deliver services that meet the demands of local residents.
- Continue to work with Housing Leeds to integrate the Housing Management offices and appropriate Housing Leeds staff into the Community Hub services starting from the beginning of October 2015.
- Continue the development of the Careers Family approach for Customers and Communities to ensure that appropriate role profiles and specifications are developed, agreed and consulted on for implementation by the end of March 2016.
- Develop the Business Case for Building / Infrastructure changes for Phase 2 Community Hubs.

## **7. Corporate Considerations**

### **7.1. Consultation and engagement**

- The development of the Citizens@Leeds agenda over the past 18 months has included a significant amount of consultation and engagement with all stakeholders involved including staff, services and directorates, elected members and other public and third sector organisations.
- With specific reference to Community Hub developments, consultation has taken place with Trade Union colleagues through both the Citizens@Leeds Trade Union Engagement group and through their involvement in Staff Engagement sessions held in February /

March 2015. 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.

- Likewise feedback from customers and staff continues to be predominantly positive on the move to the new arrangements and specifically work is ongoing with staff to ensure they play a key role in the design of the new service moving forward.
- As set out in Section 4 and 5 above, there is a need now to engage fully with Members, local school clusters, neighbourhood networks and CCGs etc. on the development of the Community Hub network and on ensuring that the Hub network is reflective of local needs and delivers services that meet local priorities.

## **7.2. Equality and Diversity / Cohesion and Integration**

- 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.

## **7.3. Council Policies and the Best Council Plan**

- 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.

## **7.4. Resources and Value for Money**

- As per the October 2014 report additional funding which is required to deliver the proposals set out in Section 3 above will be subject to the development of robust business cases and separate approval arrangements in accordance with the council's decision making processes. Work is ongoing on developing these business cases and they will be reported for approval to Executive Board when they are finalised. To-date any developments and improvements identified have been implemented from within existing budget provision.

## **7.5. Legal Implications, Access to Information and Call In**

- There are no legal implications arising from this report.

## **7.6. Risk Management**

- There are no significant risk management issues arising from this report other than that identified in previous reports around demand and available resources. However as detailed in section 7.4, 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.

## **8. Conclusion**

- 8.1. Overall, progress on the recommendations set out in the October 2014 Executive Board report to deliver a network of community Hubs across the city has been good, with some significant developments made in a relatively short period of time, specifically around an integrated workforce.
- 8.2. And whilst there is still much to do, there is a high level of confidence 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.

## **9. Recommendations**

- 9.1. Members of Executive Board are asked to note the content of the report, the progress made to date in delivering the Community Hub approach across the city and the next steps to be taken by the Assistant Chief Executive (Citizens and Communities) as outlined in Section 5.
- 9.2. Further to this, Executive Board are asked to;
  - Authorise the Assistant Chief Executive (Citizens and Communities) to develop a Business Case for Building / Infrastructure changes for Phase 2 Community Hubs. And report this back for agreement to Executive Board in December 2015.
  - Receive a further update report in December 2015 updating Members on progress in delivering the Community Hub model across the city.

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

- 10.1. 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.

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

<b>One Stop Centre (OSC)</b>	<b>Community Hub</b>
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