

Report of Assistant Chief Executive (Citizens and Communities)
Report to Citizens & Communities Scrutiny Board
Date: 9th November 2015
Subject: Community Hubs Scrutiny Inquiry – Session 1 Report

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

Summary of main issues

1. A Scrutiny Inquiry by the Citizens and Communities Scrutiny Board on the development of Community Hubs has been established. This Inquiry will over 5 sessions, gather evidence, feedback and commentary from relevant stakeholders to make an assessment of and, where appropriate, make recommendations on the following areas:
 - The level of clarity surrounding the future approach for the community hub network based on the 3 'types' of provision.
 - The current infrastructure of the three pathfinder community hubs and the views of existing 'front of house' staff in relation to this model delivering a more integrated service (identifying any ongoing challenges)
 - Service user feedback in terms of the model delivering a more integrated service.
 - Community hub building standards and any minimum requirements for future proposed sites.
 - The flexibility of the community hub model in encouraging closer integration with partner services.
 - Opportunities for strengthening integration with health sector partner services, exploring existing good practice to demonstrate the mutual benefits to be gained.
2. This report covers the background to the development of the Community Hubs within the city and provides information pertaining to the first bullet-point above. The information provided to Scrutiny Board is based on the report to Executive Board in July 2015 concerning the development and roll-out of the Hub network across the city.

Recommendations:

3. That the information supplied in this report is noted.

1 Purpose of this report

- 1.1 The purpose of this report is to provide Scrutiny Board with information pertaining to the development of the Community Hubs and the vision for the roll-out of the model across the city based on 3 'types' of provision.

2 Key messages

- 2.1 The following represent the key messages within this report:

- The Council are committed to the development and roll-out of the Community Hub model and integrated front of house workforce across the city.
- There is widespread support both within the Council and amongst partners and stakeholders that the Community Hub model represents a key capability for delivering more integrated and accessible services within the city.
- The roll-out of the Hub model within the city will be based on the provision of 3 'types' of Community hubs: Community hub Extra, Community hub Local and Community Hub Mobile.
- That good progress is being made on delivering Phase 2 of the programme, building on the 'blueprint' established through the 3 Pathfinder sites.

3 Background information

- 3.1 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.
- 3.2 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.
- 3.3 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.
- 3.4 The key recommendations agreed by Members of Executive Board for the establishment of a city-wide network of community hubs were as follows:

- 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.
- 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.
- 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.

3.5 Work has been ongoing since October last year to deliver against these recommendations and the information that follows updates Scrutiny Board on the progress made and the plans being progressed to roll the Community hub model out across the city by adopting 3 different 'types' of provision.

4 Main issues – progress to-date

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 1st 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 has been done to build an Armley Hub intelligence profile (attached at Appendix B) which is being 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 and information included in the profile includes that pertaining to communities living in the area, their demographic profile, housing tenure, employment status, income and benefits, health issues, language needs, community safety etc.

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

- 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) planned for December this year, 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 (plus the work recently agreed with LIDA and the University Of Leeds School Of Geography) provides a framework for development and application across the city to deliver services in the right place, which meet local needs and priorities.

4.5 To this end 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 started over the summer with the introduction of quarterly ward member meetings.

Early Successes

4.6 Alongside the continued successes being delivered by the pathfinders, and despite only being 'live' with true integration of services and staffing for 6 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, which was recently refurbished and reopened as a Community Hub 'Local' (see below) now provides 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, a further Loan shop run by LCCU has opened at the Compton Centre in Harehills. Adopting the model from the LCCU Loan Shop on Roundhay Road, the new facility provides 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 Osmondthopre 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. Work is now ongoing within Harehills through the Communities team to look at how local tasking arrangements can be developed to ensure that there is better co-ordination and greater service integration between partners around local service delivery. This work will act as the blueprint for delivery in other key parts of the city as part of the closer working with WYP.
- **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 and is also being used to supplement the resource in place to ensure the delivery of the Council Tax Support Scheme.
- 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 1st April, 32 Community Libraries and 7 Job Shops came under the leadership and management of the Citizens and Communities Directorate. Since that date positive work has been ongoing with Housing Leeds colleagues regarding the Housing Management Offices and work has started on delivering this further integration. Agreement has also been achieved on the transfer of the mobile library service to Citizens and Communities Directorate during January 2016.

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 C 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 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
City Centre	<ul style="list-style-type: none"> • 2 Great George Street 	n/a
Inner & Outer North West	<ul style="list-style-type: none"> • Horsforth 	<ul style="list-style-type: none"> • Otley • Yeadon <i>Others to be considered as part of Phase 3</i>
Inner & Outer West	<i>Armley Community Hub already in place</i>	<ul style="list-style-type: none"> • Pudsey • Bramley <i>Others to be considered as part of Phase 3</i>
Inner & Outer North East	<ul style="list-style-type: none"> • Reginald Centre 	<i>To be considered as part of Phase 3</i>
Inner & Outer East	<i>Compton Centre Community Hub already in place</i>	<ul style="list-style-type: none"> • Garforth <i>Others to be considered as part of Phase 3</i>
Inner & Outer South	<ul style="list-style-type: none"> • Dewsbury Road <i>St Georges Centre Community Hub already in place</i>	<ul style="list-style-type: none"> • Hunslet • Rothwell • Morley <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 as soon as possible. To this end, resources have been secured and have started work in October 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 before the end of March 2016.

- 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 1st 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 were also moved onto a B1 grade in July this year to keep them in line with Central Library colleagues and to ensure they are paid the Living Wage.
- 5.12 As per the assets, positive 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.
- 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 5.6 above, work is ongoing to put together a phased development plan, with the 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;
 - Tacking 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 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 – Key Work Areas

- 6.1 The above section demonstrates the significant work that has been done since the October 2014 Executive Board report to deliver the recommendations agreed and outlines the plans in place for the next stage of development. Principally, the key work areas for the programme are as follows:
- Continue to engage local ward members and community committees to agree the network of Hubs in their area.
 - Continue to introduce new ways of working for the Phase 2 Community Hubs and deliver integrated teams within those sites.
 - Continue to 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.
 - 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 and deliver to Executive Board by the end of March 2016.

7 Corporate Considerations

7.1 Consultation and Engagement

- 7.1.1 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.
- 7.1.2 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.
- 7.1.3 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.
- 7.1.4 As set out in Section 4 and 5 above, work is ongoing 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

- 7.2.1 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 Best Council Plan

- 7.3.1 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.

7.4 Resources and value for money

- 7.4.1 Any additional funding which is required to deliver the proposals set out in Section 5 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

7.5.1 There are no legal implications arising from this report

7.6 Risk Management

7.6.1 There are no significant risk management issues arising from this report except the risk associated with the availability of suitable resource to deliver the programme of work. 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 Conclusions

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 That the information supplied in this report is noted.

10 Background documents¹

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

Armley profile 2015

Introduction

This paper will form the basis for identifying key areas for discussion and help clarify, which partnerships need to be forged to help resolve some of the issues experienced by the people of Armley. This community profile can be described as a comprehensive description of the need of a population and start to identify the resources that exist with the community.

The following data is referenced from the 2011 census

Population

- Population is 25,550
- Number of households 11,468

Ethnicity and nationality

- 86.1% of the population in the ward were born in the UK (compared to a city average of 88.6%)
- The number of residents born outside of the UK has increased from 1,435 (5.7% of the population) in 2001 to 3,521 (13.7%) in 2011, with 1,603 people being born in the EU and 1,918 born elsewhere.
- Two-thirds of the 3,521 people born outside the UK arrived in the last 10 years (higher than the rate for Leeds as a whole which shows more than half arriving in the last 10 years)
- 71.8% of foreign born usual residents were between the ages of 16 and 44 when they arrived in the UK and 24.4% were aged 15 or younger
- 78.4% of the ward population are "White British" and 21.6% are from Black and Ethnic Minority (BME) communities, compared to a city BME rate of 18.9% proportionately, the BME population in the ward has more than doubled in the last decade, from 10.3% in 2001 to 21.6% in 2011. With 1,038 people (4.1% of the total population) the Pakistani community is the largest "single" BME community in the ward, but there are 1,582 people in the "other white" category (6.2% of the resident population)
- The population of Armley is 51% male and 49% female the city rate is 49% male and 51% female.

Population density

- There are 37.2 people per hectare (pph) in the ward, compared to a city population density of 13.6 pph

Accommodation type

- The ward has a higher proportion of households living in flats /maisonettes / apartments than is average for the city (26.6% compared to 21.8%)

Tenure

- 46.9% of occupied households in the ward are "owner occupied", compared to 58.6% for the city, and the rate for owner occupation has fallen from 53.6% in 2001 (overall the city has seen a decrease in owner occupation)
- 51.8% of occupied households in the ward are rented, compared to a city average of 39.9%. The proportion renting from a private landlord or letting agency has more than doubled from 9.4% in 2001 to 20.2% in 2011
- Overall the percentage of households living in rented accommodation has increased from 46.4% in 2001 to 51.8% in 2011 (across the city there has also been a slight increase)
- The proportion of households that are renting from the local authority (through an ALMO) has fallen from 26.9% in 2001 to 23.9% in 2011, while the proportions of households renting from a housing association or other RSL has stayed broadly the same (currently 6.5%)

Rooms and bedrooms

- 11.3% of households in the ward (1,291) are deemed to be overcrowded, compared to 9.1% the city (households with an occupancy rate of -1 or less for rooms)

Household composition

- 45.6% of adults are single (never married or never registered in a same sex civil partnership), higher than the city rate of 40.8%
- 14.6% of households consist of pensioners only (compared to 19.1% for the city), of the 1,677 pensioner only households in the ward 1,174 are occupied by a lone person (10.2% of all households in the ward)
- 1,469 households in the ward are headed by a lone parent (12.8%), higher than the city average of 10.9%

Economic Profile

- In the ward, 71.7% of people aged 16-74 are economically active, slightly higher than the city average of 69.5%, although the breakdown is different, with the ward having a higher proportion of employees and unemployed people and lower proportions of self-employed and full-time students
- In the ward 31.5% of the people aged 16-74 in employment work in managerial and professional / associate professional occupations, compared to a city rate of 41.1%

Lifelong learning profile

- 29.6% of adults in the ward have no qualifications, compared to 23.2% across the city
- 15.5% of adults have level 1 qualifications (1- 4 GCSEs or equivalent), compared to a city rate of 12.6%
- 6.6% of adults have other qualifications (including foreign qualifications), compared to a city rate of 4.7

Health and wellbeing profile

- 4,683 people in the ward (18.3% of the total population) feel that they have a limiting long-term illness, higher than the city average of 16.8%. Of these people, 2,208 (8.6% of the total population) feel that their day to-day activities are limited a lot and 2,475 (9.7% of the total population) feel their day-to-day activities are limited a little
- The life expectancy for Armley is 75.2 years for men and 75.8 years for women this compares to 80.7 for Leeds.
- Premature mortality is 526/100,000 in Armley and 378/100,000 for Leeds, this is significantly worse than Leeds overall
- Recorded Smoking levels for Armley by GPs is 31%, Leeds overall has a lower smoking prevalence of 21.4%
- 24% of the adult population in Armley were recorded as obese, overall Leeds has a lower obesity prevalence of 21.7%
- A recent suicides audit of Leeds found that nearly 80 per cent of those who took their own lives across the city were men, higher than the national proportion. Latest figures from the West Yorkshire coroner's office show that the number of suicide verdicts recorded among men went up by 15 percent in three years. The audit also found that Armley was the city's suicide hotspot, with 21 suicides in the LS12 postcode alone in a two-year period.

Unpaid care

- 2,140 people in the ward (8.4% of the total population) are providers of unpaid care, with 551 people providing care for 50 or more hours per week. The proportion of people in the ward providing unpaid care is below the city rate of 9.5%

Household deprivation

The following information is referenced from the 2010 indices of deprivation (the latest version will be released September/October 2015)

The dimensions of deprivation are indicators based on the four selected household characteristics:

- Employment (any member of a household not a full-time student is either unemployed or long-term sick)
- Education (no person in the household has at least level 2 education, and no person aged 16-18 is a full-time student)
- Health and disability (any person in the household has general health 'bad or very bad' or has a long term health problem), and
- Housing (Household's accommodation is either overcrowded, with an occupancy rating -1 or less, or is in a shared dwelling, or has no central heating)

A household is classified as being deprived in none, or one to four of these dimensions in any combination. The data shows that in Armley:

- 34% of households are not deprived in any dimension (compared to 41.7% for the city as a whole)
- 33.3% are deprived in respect of one of the above dimensions (compared to 32.2% for the city as a whole)

- 22.7% are deprived in respect of two of the above dimensions (compared to 19.5% for the city as a whole)
- 8.8% are deprived in respect of three of the above dimensions (compared to 5.9% for the city as a whole), **
- 1.2% are deprived in respect of all four of the above dimensions (compared to 0.7% for the city as a whole)

The ward continues to experience fairly high levels of deprivation with 10 of its 16 SOAs ranked in the most deprived 20% nationally in the Index of Multiple Deprivation (IMD)

- Across the ward as a whole it would appear to be a fairly static picture with an equal number of SOAs ranked in the most deprived 10% and 20% on the 2010 IMD as there were in 2007, however at the individual SOA level the picture is more mixed with over half the SOAs in the ward seeing their rankings improve in the Employment, Education Skills and Training, and Crime & Disorder domains
- The ward contains the City's most deprived SOAs in respect of the Living Environment (Armley Ridge Road / Edinburgh's) ranked 8 on the national scale, and the Health Deprivation and Disability (Hall Lane / Armley Grove Place / Abbot View) which is ranked 119 on the national scale
- While there has been some improvement in the most deprived areas crime, poor educational outcomes and a poor living environment would still appear to be the biggest issues with at least 10 SOAs in the most deprived 20% nationally in these domains
- Armley is in the most deprived 20% on the national scale for barriers to housing.

Crime

- Armley is the fourth highest crime area in the city. In terms of vehicle crime Armley is second highest in the city and for anti-social behaviour, criminal damage and arson and violence and sexual offences Armley ranks in the top 10.

Employment

Employment and skills Autumn 2014 Armley paper

16-24 JSA Claimants

16-24 Age Group JSA Claimants				Annual Change	
Source: Nomis	Aug 14	Aug 13	Aug 12	Count	% or pp
Ward Count	240	310	415	-70	-22.58%
Leeds Count	4,205	6,170	7,370	-1,965	-31.85%
Ward % of WAP	1.32%	1.70%	8.00%		-0.38
Leeds % of WAP	0.87%	1.27%	1.52%		-0.40
Ward Male	140	195	265	-55	-28.21%
Ward Female	65	95	130	-30	-31.58%
Claiming 6mths +	100	170	175	-70	-41.18%
Claiming 12mths +	45	105	80	-60	-57.14%

16-64 JSA Claimants

16-24 Age Group JSA Claimants				Annual Change	
Source: Nomis	Aug-14	Aug-13	Aug-12	Count	% or pp
Ward Count	1094	1472	1573	-378	-25.68%
% of Ward WAP	6.00%	8.08%	8.63%	-2.07	
Leeds Count	16490	22577	25024	-6087.00	-26.96%
% of Leeds WAP	3.07%	4.20%	4.65%	-1.13	
Male	710	988	1114	-278	-28.14%
Female	384	484	459	-100	-20.66%
18-24	240	310	415	-70	-22.58%
25-49	575	810	800	-235	-29.01%
50+	145	165	175	-20	-12.12%
1-13 Weeks	320	360	455	-40	-11.11%
13 Weeks+	610	950	1020	-340	-35.79%
52 Weeks +	285	485	440	-200	-41.24%

Job Seekers Allowance for 16 – 64 year olds is less than the city average however when you break this down 16 – 24 year olds the number JSA claimants his higher.

ESA stands for employment and support allowance, the benefit which has replaced incapacity benefit. ESA is a much harder benefit to claim than incapacity benefit, primarily because the medical test. ESA has seen approximately an 8% rise in claimants in Armley.

Lower wages, high levels of unemployment and disability result in high levels of poverty. The rise of in-work poverty is an issue nationally as well as for Armley. For many people work is no longer the route out of poverty.

Food banks

The food banks opened in Farsley in January 2015 and Bramley in April 2015, in a five month period they were presented with 202 vouchers were presented, feeding a total of 562 people including the following:

- Armley ward 38 vouchers - 123 people
- Bramley/Stanningley ward - 58 vouchers - 183 people
- Pudsey ward - 27 vouchers - 74 people
- Farnley/Wortley ward - 22 vouchers - 55 people

Not in education employment or training (NEET)

In Armley 22% of 16- 18 years olds are NEET. This compares to a city average of 5.4%.

Summary of key issues:

- Poor educational attainment -30% having no qualifications
- High levels of NEET
- 16 - 24 unemployment
- Low paid jobs which then lead to in work poverty issues – knock on effects to child poverty

- Rise in the number of Employment Support Allowance claimants – lower levels of carers than the city average
- High levels of suicides
- Are the needs of new communities being met?
- High crime levels
- An increasing private rented sector (poor quality housing)

Some of the current work or initiatives taking place in Armley

Employment and skills

There are a range of initiatives to support people into work of the 137 Armley residents supported into work 79 live with the 20% most deprived SOAs on the index of multiple deprivation. Over 594 residents of the Armley Ward accessed support services. Employment Leeds is a business facing team who work with local businesses to support the recruitment of local people.

Environment and Housing - Housing Clydes and Wortleys

The pilot project includes 4 blocks covering a total of 395 flats in total. A project plan has been developed covering three themes to take the work forward; physical investment, housing management actions and multi-agency actions. The multi-agency actions centre on a PEP worker and increased PCSO presence. It would be useful to look at what other services can complement/enhance this project.

IT learning session provided by the Armley Hub for an Eastern European women's group run by get it together Leeds. The worked is aimed at tackling digital exclusion.

Further work taking place across the city

More jobs, better jobs partnership

The **Joseph Rowntree Foundation** aims to find out how economic growth can be promoted in a way that enables people to lift themselves and their communities out of poverty. A base line study mapping attitudes, strategies and initiatives around linking growth and poverty agendas. The partnership has developed a programme of work involving institutions that can offer external expertise:

Warwick University are working with local stakeholders to co-design and test an innovative package of employment and skills initiatives that can be applied to a number of sectors to support progression for low paid workers to higher skilled jobs. This work will be completed in summer 2015.

Anchor Institutions – Leeds Beckett University is working with 12 Anchor Institutions, the biggest spenders and employers in the region, to explore the impact they have on the local economy and reducing poverty. It examines how they can do this through their procurement, recruitment and employment practices and to share and develop best practice. Work will complete early 2016.

Infrastructure and Planning – University of Sheffield and Sheffield Hallam University are working with the Council and other local authorities to review existing activity and better connect those

residents needing more support to access to jobs and training created through their controls over major developments and contracts. Work will complete in the summer 2015.

Overcoming Disconnection and Deprivation – University of Sheffield is working with stakeholders to develop policy proposals that better connect neighbourhoods experiencing persistent poverty to the urban labour market. Work will be completed on late 2015.

The partnership will run until 2017 and will continue to initiate new research and follow up projects throughout the course of the partnership.

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

