

Report of: Citizens and Communities – Inner East Community Hub Manager

Report to: Inner East Community Committee

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Date: 10th December 2015

Subject: The Compton Centre: Development of the ‘community hub’ approach

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Burmantofts & Richmond Hill, Gipton & Harehills, Killingbeck & Seacroft		
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?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

The report outlines the Community Hub Model through which the Council aims 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.

Recommendations

The Inner East Community Committee is asked to

1. Note the content of this report,
2. Note the success to date of the implementation of the Community Hub Model at the Compton Centre
3. Note and address the challenges faced by staff and services at the Compton Centre.
4. To make recommendations around additional services that could be delivered from the Community Hubs and other 'pop up' locations in the area. Facilitated workshops will take place during the committee to capture ideas to take forward.

1 Purpose of this report

The report provides an update on the development of the Community Hub Model with specific reference to the Inner East area.

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. Based on the success of the three initial pathfinder sites 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, 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.
- 2.3. 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.

3. Key Messages

- 3.1. One year on from the Executive Board report and the three pathfinder community hubs are making a real difference for local communities, enabling the delivery of more and better services at the same or lower cost.
- 3.2. Community hubs are developing a wide range of integrated services working with a broad range of partners including police, health, training providers and the third sector to provide better outcomes for local people.
- 3.3. Libraries within community hubs are now opening for longer, the job shop approach is being utilised in areas of the city where there was previously no provision, and more people are being helped into work.

4. Main Issues – Meeting local need

- 4.1 Now in the second year of the Community Hub programme there are increasing demands on the centre for space to deliver support services with many successes. A variety of partner agencies provide support services from the Compton Centre on a weekly basis. A full programme of this work is contained in appendix xx, however some key highlights are:
 1. *The Migrant Access Project (MAP)* - MAP works with volunteers to help new immigrants settle in Leeds which in turn reduces pressures on public services. The role of MAP is particularly prominent in Harehills which has a significant migrant community. Working in partnership with many services across Leeds is integral to the success of MAP.

MAP provides training and support to Migrant Community Networkers (MCNs) from a variety of national, ethnic or language backgrounds so they can educate new arrivals within their communities about life in Leeds. The volunteers involved in the programme often volunteer more than their agreed hours, and their involvement in the lives of the people they are supporting is in reality much more significant than the scheduled information sessions they support.

The MCN's have a good relationship with customers and staff at the Compton Centre, linking in with the various services on offer there, including; the Job Shop, outreach support from the Social Justice Team (Job Centre Plus), the library, customer services, Citizens Advice Bureau, Leeds Credit Union, and welfare rights surgeries. Further work is currently being discussed as to how Advonet's bilingual advocacy support can support and complement the work that the MCN's do.

There has been an influx of Eastern European immigrants into East Leeds in recent years, and this is reflected in the number of people from this

community presenting themselves at the Compton Centre for support. POMOC is one of the MCNs that works out of the Compton Centre, hosting a weekly drop-in session. They specifically support migrants from Eastern Europe. Language support and translation is one of the common issues that is dealt with.

2. *Refugee support* – The Social Justice Team (Department of Work and Pensions) has extended their surgeries at the Compton Centre into a second day per week. The additional surgery is specifically supporting Afghan and Syrian refugees who are seeking work in the city.
3. *ESOL* – Learning Partnerships deliver weekly ESOL courses from the Compton Centre.
4. *Money Buddies* - Funding to deliver the project for a further year has recently been secured from the Inner East Community Committee after a successful first year with the service. The advice and information provided by the service has resulted in an estimated saving of £56,000 for the clients who have been supported. This amounts to an average saving of £1,300 per client. 43% of the clients seen at the Compton Centre required specialist advice, leading to reductions in their debt, and in some cases eliminating their debt entirely. The Money Buddies service provides an advice session at the Compton Centre for half a day per week.
5. *Loan Shop* - Leeds City Credit Union (LCCU) runs a loan shop from the Compton Centre, where customers can access lower interest loans. LCCU runs in partnership with Curry's, Argos and Debenhams, allowing customers to purchase household items from them using a smart card and repay the amount weekly to LCCU. Plans are being progressed to link the work of LCCU more closely with Leeds Money Buddies from the Compton Centre.
6. *Council Tax Support conditionality* - New work-age claimants for Council Tax Support (CTS) need to meet specified criteria for seeking work or their CTS could be withdrawn. The Compton Centre is providing a venue for Jobshop staff across the area to meet with customers to provide the induction information for the scheme, and explain how Jobshop staff can support them to meet the criteria whilst assisting them to find sustainable employment. In October, 47 customers were invited to three group induction sessions. They were then referred on for one to one interviews and support with Jobshop staff.
7. *Neighbourhood Policing Team* - PCSOs have been based at the Compton Centre for a year after previously being based at Killingbeck police station. Police reports show that crime has decreased on Harehills Lane during this time. PCSOs support work at the centre by taking on referral requests for customers needing advice or support. They also assist with any aggressive incidents at the centre, an issue which has increased. Compton Centre staff are working closely with the local Tasking Team who are providing help and advice around reducing risks. There is the potential for a piece of work

involving the Police providing training to the security guards at the centre to help them deal with incidents better.

8. *Leeds Registrars* – The registrars attend the Compton Centre for three afternoons per week to register births and deaths. Customers can also place orders for copy certificates. The take up is high with all appointments filled for each session. Registrars have requested additional session time at the centre, but there is not currently the space available accommodate them.
9. In addition to the work taking place towards implementing the Community Hub Model at the Compton Centre, demand for the counter services based there continues to be high and is actually increasing. A breakdown of footfall figures and use of counter services is included within Appendix 2 of this report.

5. Successes at the Compton Centre

5.1 Working with the third Sector, the Compton Centre is able to support more customers. Current initiatives include:

- ‘Employability Skills’ course is being delivered by YMCA once a week
- GIPSIL are supporting the Centre one morning a week helping customers with CVs and job searches.
- YMCA deliver a sewing course once a week.
- Haamla provide ante natal support once a week.
- POMOC, Money Buddies, Leeds City Credit Union, all work from the centre.
- Supporting the ‘16 days of action’ campaign against domestic violence and abuse (25th November to 10th December). ‘Together Women’ delivered a number of activities and sessions from the centre including a ‘positive relationships’ awareness session and a Jewellery making session. Throughout the 16 days the centre actively promoted the support available for victims of domestic violence and abuse.

5.2 As part of their commitment to visit each ward in the city, the Leader of Council and the Chief Executive recently visited the Compton Centre on 8th November 2015 to see some of the work that taking place there. It was an opportunity to undertake a floor walk of the building to see the services being delivered there and to interact with the staff who work there.

6. Challenges at the Compton Centre

6.1 Language barriers - A large proportion of customers have language barriers. This impacts upon all services. Jobshop customers are referred back to Jobcentre for ‘mandatory referral’ to ESOL as they are deemed unemployable due to their low level of English. Others are encouraged to take up additional ESOL classes to continue to improve their English. There are

currently two ESOL sessions running per week from the centre. In addition, the centre also promotes the 'Learn English in Leeds' website, to enable customers to find the appropriate ESOL course for their needs.

6.2 Aggressive/abusive behaviour - The Compton Centre experiences high levels of abusive and aggressive behaviour from customers across all three counter services. There has been a significant increase in the last two years. The numbers are as follows:

- 2013/2014 - 15 incidents
- 2014/2015 - 51 incidents, resulting in 1 person being banned from the centre for 6 months.
- 2015 (April to present date) - 52 incidents resulting in 12 people being banned from the centre for 6 months.

6.3 The neighbourhood Policing Team are now based in the building and this has been a positive as they can readily intervene with incidents if they are in the building. Recently, PCSO numbers have been reduced and so they are not always as readily available, however this arrangement is something that the centre management are keen to continue with.

6.4 Where customer details are known, a warning letter regarding their behaviour is sent to them by Legal Services for all incidents. If this behaviour is repeated, a request is submitted to Legal Services to ban them from the centre for a six month period. The increase in bans in 2015/16 is in part due to repeated abusive behaviour.

6.5 If the trend of abusive incidents continues at the same rate as seen so far since April this year, it will equate to a 100 percent increase from the previous year. This has added an additional pressure on staff and managers in the following ways:

- Staff need time to recover from abusive confrontations and this in turn leads to staffing levels being reduced on a regular basis.
- Staff are becoming more affected by aggressive behaviour with incidents involving experienced members of staff being strongly effected by verbal abuse.
- Staff feeling afraid of their personal safety in the building and the surrounding area.
- Staff are required to undertake more one-to-one work in the public areas of the building, for example, interacting with customers for IT support. This makes staff feel more vulnerable. Mobile panic alarms have been requested via the building landlords (Community Ventures Limited) in an attempt to make staff feel safer.

- Staff who are asked to cover shifts at the centre who do not normally work there find it difficult compared to the other buildings they work from. This in turn puts increased pressure on the regular staff who have to support them.
- Staff need additional support from managers and ideally a manager and team leader should be on site all the times. It is not always possible to do this due to the extended role of the Community Hub Manager and Community Hub Assistant Manager in NW Leeds.
- The increased workload which arises from dealing with customer incidents, such as authorising warning letters and bans, puts additional pressure on staff time.
- The responsibility for staff in such a pressured environment is a challenge, and often means the management team work very long hours to fit in essential work.

6.6 In order to address the issues and reduce the tensions in the centre, the centre management are working with the local Gipton and Harehills Tasking Team. The team are providing advice around abusive customers and following up on individuals who are known to LASBT. West Yorkshire Police have offered to train the security guards to enable them to respond more effectively. This has been referred to Security Managers for consideration.

6.7 The centre management are also working with the security team manager and Facilities Management to try and secure regular guards at the centre who bring consistency and experience to their role. Guard numbers at the centre have increased from two to three during the week until 5pm, and from one to two on evenings and weekends. This is putting pressure on the security team, as they do not have enough resource to supply the additional guards and there are times when they cannot supply the number of guards that are asked for.

6.8 The Head of Service and the Chief Officer (Customer Access) are supporting staff through the challenges at the centre and are in discussion with LASBT and community safety at a senior level to agree the measures needed to reduce incidents. They are also in talks with the Security team managers.

6.9 *Demand for space at the centre* - The Compton Centre continues to be a very popular venue, with all available rooms almost booked to capacity. In addition to the open spaces on the centre floor, there are three private interviews rooms and one large meeting room, all of which there is high demand for. Meeting space for staff at the centre is limited and also in high demand.

7 Creating a more flexible, Community Hub Workforce.

7.1 A key element of the Community Hub model is to develop a more flexible and integrated workforce. This will help to reduce customer wait times, make services more accessible and encourage self-service options wherever appropriate.

7.2 Customer numbers continue to increase. Customer Services enquiries increased to 10,162 in October from April's figure of 6980. Part of this increase is due to library staff being trained to work across all three services. The library staff receive and hand out forms and deal with basic enquiries during their extended opening hours into the evenings and weekends. Library and Customer Services staff also support the Jobshop by helping customers with self service options and IT support. In October the Job Shop had 88 new people sign up for support and the service helped 25 people into employment in the form of 17 full time posts and 8 part time posts.

7.3 Library staff have recently secured higher grade positions in Customer Services due to the additional knowledge and experience they have gained working in the integrated team at The Compton Centre Community Hub.

7.4 There is an additional demand for language interpretation. Seven of the staff at the Compton Centre have additional language skills, and use these to assist customers across all the services as the need presents itself. In addition to this, the centre has made 88 requests for interpretation support since April 2014. This was a marked decrease in requests from previous year 2013/14 of 162 requests. It is believed the decrease is due to the following:

- Staff are using their own language skills to communicate with customers therefore not using interpreters.
- Additional staff available with language skills due to the integration of the teams.
- Staff are handing out a customer leaflet stating that an interpreter will only be provided free of charge on the first occasion.
- The customer brings somebody with them to help interpret.
- The customer is using self-serve where google translate can be used.

7.4 The centre has been piloting a video link phone for British Sign Language to support the deaf community. This is available across all the services.

7.5 All hub staff promote self service for customers, and assist customers to utilise this option where necessary. We have trained staff as part of the Citizens@Leeds 'Digital Owl' programme who assist customers to use their electronic devices such as laptop, i-pads and phones.

7.6 Staff from the Compton Centre deliver a pop-up surgery one morning a fortnight at Osmondthorpe Hub. This was very successful with eight customer services interactions on average at each session. The Library staff supported service users to use Osmondthorpe Hub's own IT suite, which had previously been under used due to service users needing one to one support. The sessions left service users feeling confident to use the IT themselves and many became Library members and also joined the Library 'At Home' service. This is an outreach library service staffed by volunteers for people who cannot get access to a Library. Staff are in the process of identifying where other Pop-up surgeries can be delivered in the Harehills area.

8 Next steps: working closely with Health partners

8.1 Significant progress has also been made in delivering services in a more cohesive manner with health partners in the area.

8.2 The Compton Centre is part of the Chapeltown and Harehills Health and Wellbeing group and supports the work of partners. A variety of awareness sessions for health issues like diabetes, mouth cancer and stop smoking services have been delivered from the centre and the centre will continue to support the health partners by raising awareness of other health and wellbeing initiatives.

8.3 The library at the Compton Centre is delivering social activities to combat isolation and aid community involvement. These include children's crafts and story times and adults knit and sew sessions.

8.4 The centre is working with the library and museum services to provide information and displays on historical subjects, following a successful display of First World War artefacts. Next year this will focus the anniversary of the Battle of the Somme. Discussions are taking place about loaning a museum display relating to life on the home front during the First World War which will follow on from this year's display. This could potentially be used for reminiscence sessions for older people, and some intergenerational work involving local schools and also link into some local/family history learning sessions around the same time.

8.5 Funding has been secured for the Compton Centre to become part of a Bike Library network. This project will start to take shape once a secure space to store the bikes is completed.

Conclusion

The report outlines the progress to date of work at the Compton Centre towards the council's Community Hub Model, through which the Council aims 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.

The report outlines the work that has taken place towards these outcomes and work that is planned.

Recommendations

The Inner East Community Committee is asked to:

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