

Appendix 1 – Response to the Scrutiny Inquiry Report on the development of Community Hubs

Scrutiny Recommendations	Directorate Response
<p>Desired Outcome That there is a clear assessment and delivery model in place linked to the Community Hub ‘Mobile’ type provision.</p> <p>Recommendation 1 That the Assistant Chief Executive (Citizens and Communities) urgently progresses the development of a clear assessment and delivery model linked to the Community Hub ‘Mobile’ type provision.</p>	<p>Accept the Recommendation We continue to test what types of Pop ups are required and where, by offering the services at different locations, including non-council locations.</p> <p>We have also invited other partners to pop up with us. Money Buddies are popping up with us at Cottingley for example. This Pop up is taking place in the local church as there is no Council building. The Mobile Library time has also been changed so that it is at the same location as the Pop up at the same time.</p> <p>Whilst we do not have a delivery model agreed at the moment, the following is being used to influence the development of the model:</p> <ul style="list-style-type: none"> • The location needs to be a well-used/respected community facility • It is better to ‘pop up’ with other services and organisations at the same time • The need to be able to access the Council’s IT system at the Pop up site is crucial. • The officer popping up needs to be experienced in a range of services and getting people into work. <p>The reason a delivery model hasn’t been agreed upon yet is that Pop up is being delivered from existing resources, which means that whilst we are popping up, the relevant Community Hub/One Stop Centres/Job Shops has the same number of customers but less staff to deal with enquiries.</p> <p>With regard to the Mobile Library service, this is currently under review to ensure it is efficient and effective to enable it to be a fundamental part of the Pop up model. We have made a good start by ensuring that we coordinated mobile library timings with the Pop up surgeries but there is a lot more to be done to provide a more streamlined pop up approach.</p>

<p>Desired Outcome That local Parish and Town Councils are actively engaged in the development and roll out of the Community Hub network.</p> <p>Recommendation 2 That the Assistant Chief Executive (Citizens and Communities) works closely with the Chief Officer Customer Access and the Area Leaders to ensure that, where appropriate, local Parish and Town Councils are also actively engaged in the development and roll out of the Community Hub network.</p>	<p>Accept the Recommendation We will ensure that as Community Hubs are developed that relevant Parish and Town Councils are included in any consultation and engagement activity.</p>
<p>Desired Outcome That all possible options are explored within the Council to assist in providing affordable transportation facilities for customers requiring access to Community Hub provisions.</p> <p>Recommendation 3 That the Assistant Chief Executive (Citizens and Communities) leads on working with other directorates to explore all possible options for providing affordable transportation facilities for customers requiring access to Community Hub provisions, such as maximising other council funded transport services that may otherwise only be utilised during certain periods of the day.</p>	<p>Accept the Recommendation We will ensure that this is considered as the Community Hub network expands and services are introduced where residents need to travel or be transported to the Hub.</p>
<p>Desired Outcome That there is a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Community Hub approach.</p> <p>Recommendation 4 That in moving forward and delivering the network of Community Hubs, the Assistant Chief Executive (Citizens and Communities) ensures that a more systematic and strategic approach towards maximising resources and integrating services with other key partners is developed.</p>	<p>Accept the Recommendation We will ensure that we continue to have a clear systematic and strategic approach towards maximising resources and integrating services with other key partners as part of the Hub approach.</p> <p>In this regard we continue to develop our relationship with partners and two specific examples are worthy of highlight to demonstrate the work being done to deliver against this recommendations.</p> <p>Example 1 – Money Buddies. The partnership with Money Buddies is benefiting local residents and we are now delivering in partnership over 15 locations. The average gain per client from this service is £1,316.74 and the average gain per month to Leeds is £47,371.91.</p> <p>Example 2 – Social Prescribing at Reginald Centre. Connect Well is the Social Prescribing service made up of a range of partners and is</p>

	<p>active in 26 GP Practices plus 5 satellites across Leeds North boundary, with the main Social Prescribing hub being at the Reginald Centre.</p> <p>There are 18 wellbeing coordinators who can dedicate time to a patient who has been referred by a GP to help improve their health and well-being.</p> <p>The main reason for referrals so far is loneliness/isolation. In response to this and other issues, the Reginald Centre has introduced Yoga and Zumba classes and a chess club and has recently opened a Community Café run by Black Health Initiative which will include social events.</p>
<p>Desired Outcome That the Community Hub approach continues to be acknowledged as part of the on-going development of new care models in Leeds.</p> <p>Recommendation 5 That the Assistant Chief Executive (Citizens and Communities) champions the added benefits of the Community Hub approach linked to the on-going development of new care models in Leeds and also seeks to ensure that associated development processes include representation from the Citizens and Communities directorate in this regard.</p>	<p>Accept the Recommendation We continue to be involved in discussions around the development of the new models of care work in Leeds and we are – through the excellent work done on Social prescribing in North Leeds – continuing to engage with relevant CCGs around how we can integrate the Hub network into their service delivery models going forward.</p> <p>There is still more work to be done, specifically around the relationship between the Community hub network and the Integrated Health and Social Care team network, and the work we are doing in Armley to pilot the new, strength-based approach to Adult Social Care if facilitating this work.</p>
<p>Desired Outcome That the good practices recognised within existing Community Hub provisions are taken forward as part of the on-going development of the Community Hub network.</p> <p>Recommendation 6 That the Assistant Chief Executive (Citizens and Communities) acknowledges those good practices identified by Scrutiny within the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these include the following:</p> <ul style="list-style-type: none"> • The promotion of self-serve facilities • Provision of interpretation services • Staff floor-walking 	<p>Accept the Recommendation We will build the good practice into the Phase 2 Hub schemes as these are developed.</p> <p>With regard to the development of the 5 new Community Hubs (Rothwell, Pudsey, Moor Allerton, Horsforth and Kippax), all have the social zones as part of their layout and this is being used for a variety of reasons and is well used.</p> <p>The Floor Walking role continues and is becoming part of the normal way a Community Hub works.</p> <p>We continue to support and encourage residents to use self-serve facilities but this is a challenge as some residents do not want to do</p>

<ul style="list-style-type: none"> • Incorporating 'social zones' into the hub design layout 	<p>this. Whilst ever there is a choice as to how residents want to access services this will always be a challenge.</p> <p>The hubs have access to Interpretation services but do not have the BSL video phones and we are working with IT to deliver a more sustainable and cost effective roll out for the rest of the City.</p>
<p>Desired Outcome That the lessons learned from existing Community Hub provisions are taken forward as part of the on-going development of the Community Hub network.</p> <p>Recommendation 7 That the Assistant Chief Executive (Citizens and Communities) acknowledges the key issues raised by Scrutiny stemming from the lessons learned from the existing Community Hub provisions and ensures that these are taken forward as part of the on-going development of the Community Hub network. In summary these involve the following:</p> <ul style="list-style-type: none"> • Undertaking detailed liaison between all parties in agreeing the hub design layout; • That the design and location of enquiry booths provide sufficient privacy; • That the financial modelling process factors in the full costs of developing a new site; • Undertaking more publicity and marketing of future site developments; • Exploring a more efficient way of allocating funds for the development of sites. 	<p>Accept the Recommendation As we progress the design and delivery of the Phase 2 programme, we do ensure that all proposed plans are discussed with all parties.</p> <p>We have also worked on the design around the Hub enquiry booths to improve them, and where possible additional glass interview rooms are being installed.</p> <p>The Phase 2 Business case included full costs for the works, ICT and also backlog maintenance issues in order to deliver the Phase 2 Hubs sites.</p> <p>Consultation events are now being held at all future sites and designs are being shared with the public and any comments are being captured and fed into designs, where appropriate.</p>