



Report of the Chief Officer Customer Access

Report to Citizens and Communities Scrutiny Board

Date 7 November 2016

Subject: Update on delivery of the Community Hubs programme

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley, Bramley & Stanningley, Pudsey, Gipton & Harehills, Headingley, Hyde Park & Woodhouse, Otley and Yeadon, Horsforth, Chapel Allerton, Alwoodley/Moortown, Middleton Park, Killingbeck & Seacroft, Kippax & Methley, City & Hunslet, Morley South, Rothwell,		
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

Summary of Main Issues

1. This report provides background information on the Phases for the delivery of the Community Hubs.
2. The report advises of positive customer opinion together with the encouraging findings of 2 separate external assessments.
3. The report then moves onto advising of progress with the roll out of Phase 2 of the Community Hubs providing fully integrated services across the city, including a specific update on the current position with Horsforth Museum.
4. The report also advises of the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs.
5. The report offers an update on the progress of planning for the development of the Phase 3 programme, together with examples of the considerations to be taken into account as part of Phase 3.

Recommendations

6. Scrutiny Board are asked to:
 - Note the positive customer opinion of the Community Hubs, together with the encouraging findings of 2 separate external assessments
 - Note progress made to date on the roll out of Phase 2 of the Community Hubs including the specific update on the current position with Horsforth Museum.

- Note the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs.
- Note the progress made on planning for the development of the Phase 3 programme and comment on the type of considerations that are proposed to be part of Phase 3.

Purpose of this report

- 1 This report is provided to Scrutiny Board to provide an update on the development and delivery of the Community Hub programme which was the subject of a Board Inquiry earlier in the year. Specifically the report will cover:
 - The positive customer opinion of the Community Hubs, together with the encouraging findings of 2 separate external assessments
 - An update on progress made to date on the roll out of Phase 2 of the Community Hubs including the specific update on the current position with Horsforth Museum.
 - A brief summary on the increase in usage, demand for services, and the wider range of services being delivered at the Community Hubs; and
 - An update on progress made on planning for the development of the Phase 3 programme.

Key Messages

- 2 Community Hubs continue to make a real difference for local communities, changing people's lives and enabling us to deliver more and better services at the same or lower cost.
- 3 The operational Community Hubs continue to develop 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, including helping more people into work.

Background information

- 4 The delivery of the Community Hubs has been split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:
 - **Phase 1 Pathfinder sites** - Armley, Compton Centre and St George's Centre. These opened in April 2014.
 - **Phase 1a Priority Sites** – Initial works have been undertaken to allow Integrated Library and One Stop services to be formed at the Priority 1a sites using revenue funding from Citizens & Communities Directorate.

Housing Leeds are funding the works to enable an integrated back office to be formed at three of the Hubs, to enable the merger of housing and hub staff and this work will be completed before Christmas.

The Phase 1a sites are as follows –

Community Hub	Location	Description
Yeadon Community Hub	Yeadon Library	Opened in Summer 2015
Kippax	Kippax Library	Community Hub formed in Kippax

Community Hub		Library.
Moor Allerton Community Hub	Moor Allerton Library	Community Hub formed in Moor Allerton Library.
Pudsey Community Hub	Pudsey Library	Community Hub formed in Pudsey Library.
Horsforth Community Hub	Horsforth Library	Community Hub formed in Horsforth Library.
Rothwell Community Hub	Rothwell Library	Community Hub formed in Rothwell Library.

- **Phase 2 Community Hubs** - Alongside the Phase 1 and Phase 1a schemes outlined above, work has identified further sites for development within Phase 2 as detailed in the section below on progress with Phase 2.

Update on Horsforth Museum

- 5 Board Members will recall the Executive Board decision to approve the Phase 2 business case was called-in to for Scrutiny to consider the impact of the proposals on Horsforth Museum.
- 6 Discussions have been ongoing since this time around the options available to address this issue and the current position is that the Council is working with Horsforth Town Council on the option for them to acquire the entirety of the interest, that being 3 and 5 The Green, plus the stable block. If successful, this option would negate the need to do the separation works and the Town Council would become the museum's landlord.
- 7 A revaluation has been undertaken on the basis of acquisition with a tenant and the town council have been provided with this figure.
- 8 A response is being awaited from the town Council on whether they would like to progress this option.

Customer Feedback on the Community Hubs

- 9 The new Community Hubs have mainly been a great success with local residents, as an example, Appendix A provides a verbatim list of the feedback received to-date on the 'Tree of Success' at Kippax Community Hub.
- 10 Further to this, local Focus Groups have visited the 5 new Hubs so that initial feedback can be obtained from users. Information on their likes and dislikes is being used to actively influence and inform the Phase 2 Programme. These local Focus Groups have also enabled local residents to provide their views on how they would like the Hubs to develop.
- 11 A larger Focus Group was held in September 2016 at the City Museum and the Group included both One Stop customers and Library customers who are now Hub customers. A full report from this Focus Group is attached at Appendix B, but some of the key comments made were;
 - The name Community Hub was generally accepted as a suitable name for the buildings as people felt it was what happens inside and the quality of service delivery that matters, not the name.

- People liked the look of the Hubs – clean and welcoming, bright, different space, rooms to hire, etc.
- Residents appreciated the Council keeping face to face services open. They also liked that whilst the Hubs each contained the same facilities they were all different depending upon the local Community.

External Assessment of Community Hubs

- 12 On top of the customer feedback received, there have also been two external assessments of the Community Hubs, where assessors from outside Leeds City Council and completely independent of the Council have inspected the Community Hubs against certain service delivery and customer excellence standards.
- 13 The findings from these external assessment are as follows:
- **The Matrix Assessment** - This took place as part of the wider ranging Employment and Skills Accreditation. The role of the Job Shops in the Community Hubs was specifically complimented for its success in getting people back into work.
 - **The Customer Service Excellence Accreditation** - The National Assessor described the Hub model as “inspirational” and advised that the Hubs were strong in the following areas –
 - Consultation with residents
 - The quality of the refurbished buildings and the facilities offered
 - Empowered staff
 - The way services have been widened to fit local needs rather than one solution fits all

Progress with Phase 2

- 14 On 22nd June 2016 Executive Board agreed the Phase 2 Community Hub schemes that will require refurbishing to form Hubs in a number of key local buildings, mainly existing Libraries and One Stop Centres to support the delivery of integrated and accessible services.
- 15 As Board member will be aware, the Citizens and Communities Scrutiny Board undertook an inquiry into the development of Community Hubs last year. In doing so, the Scrutiny Board assisted the Citizens and Communities directorate in evaluating the strengths and weaknesses of the pathfinder Community Hubs from a buildings and infrastructure perspective and engaged with a wide range of witnesses, including existing ‘front of house’ staff. This inquiry concluded in March 2016 and the Scrutiny Board agreed and published its final report in May 2016 setting out its conclusions and recommendations aimed at informing future phases for the roll out of the Community Hub network ([click to access the Scrutiny inquiry report](#)). These recommendations were used where appropriate to inform the development of the business case agreed by Executive Board in June.
- 16 The Community Hubs refurbishment and conversion works for the Phase 2 sites will include creating library areas, one stop facilities, jobshop, interview rooms, hotlines, Wi-Fi, meeting rooms, social spaces, customer toilets, waiting areas and queue management systems at the larger hubs to enable fully integrated services to be delivered to customers.

- 17 Back Office areas are to be improved in line with Changing the Workplace to meet 'new ways of working' standards, including provision of laptops and ICT equipment to enable services to be co-located.
- 18 In addition, condition surveys, identifying back-log maintenance and accessibility issues, have been carried out on the Phase 2 Community Hub buildings and these costs and works are included in the Programme of Works.
- 19 Progress with the Phase 2 Community Hubs is set out below -

Phase 2 Hubs	Location	Progress
Dewsbury Road Community Hub	Dewsbury Road One Stop Centre	<p>The Library and One Stop Centre will integrate into one building, the existing One Stop Centre.</p> <p>Ward Members have been consulted on the colocation of the 2 services and are supportive.</p> <p>Designs to improve the layout and confidentiality issues on ground floor and add queue and appointment management have been developed and agreed.</p> <p>Plans to improve the layout of office space to increase number of workstations and move housing staff and other services into office space on first floor have been developed and agreed.</p> <p>These floorplans have been emailed to Ward Members with an invitation to meet.</p> <p>The agreed designs are currently being estimated with a proposed start on site date of early December 2016.</p>
North Seacroft Community Hub	Deacon House	<p>Designs to create the new Community Hub in Deacon House have been developed and agreed. The plans include moving the existing Library, One Stop Centre and housing back office to the Hub.</p> <p>Ward Members have approved the plans. Following opening Ward Members have asked that we look at how facilities and reception are shared with our tenant – Leeds City College.</p> <p>Detailed discussions are taking place with the Post Office regarding their relocation to Deacon House and initial plans are being developed.</p>

		<p>The agreed designs are currently being estimated.</p> <p>Work is currently taking place on site to strip out the existing internal walls etc. and make good prior to the construction of the Community Hub.</p>
Morley Community Hub	To be decided	<p>Work continues on developing options for the Community Hub in Morley.</p> <p>Ward Members have been consulted on their preferred location for the Hub – the Town Hall or Library. Both buildings are listed and will not lend themselves to an asset release. Ward Members are requesting a solution to both buildings.</p>
Middleton Community Hub	St George's Centre	<p>This scheme is later on in Phase 2 – likely to be the end of 2017 – hence plans are not yet developed.</p>
Bramley Community Hub	Bramley Library	<p>Designs to create the new Community Hub in Bramley Library have been developed and agreed. The plans include retaining the existing Library interiors as far as possible, bringing the ceiling light/lantern back up to a high quality condition, other improvements, and creating a One Stop Centre and Customer Service back office/library work room.</p> <p>A public consultation has taken place with the local MP, local Ward Members, and local citizens and the proposals have been met with an almost overwhelmingly positive response.</p> <p>The agreed designs are currently being estimated.</p>
Chapelton Community Hub	The Reginald Centre	<p>Minor works to counter, social zone and additional ICT area have been considered and further options are to be investigated due to the proposed cost estimates.</p>
Headingley Community Hub	Headingley Library	<p>A specification for the design and required works will be developed early 2017.</p>
Harehills Community Hub	The Compton Centre	<p>It is proposed to look at the building as a whole to consider the best use of space throughout the whole of the Community Hub. The works will include reconsidering the ground floor to create an improved intuitive layout including improved service</p>

		delivery positions, the waiting area, the social zone, and providing queue & appointment management, together with the best use of space on the 1 st floor. It is anticipated that this work will take place during 2017.
Otley Community Hub	Otley Library and One Stop Centre	Minor works to interview rooms, social zone and improved ICT area are planned and work is likely to commence mid-2017
Armley Community Hub	Armley Library and One Stop Centre	Works are proposed to improve the Armley Community Hub including a revised entrance area, an improved intuitive layout throughout the building, improved service delivery positions, improved office accommodation, queue & appointment management. The work is likely to commence mid-2017.
Garforth Community Hub	Garforth Library and One Stop Centre	Minor works to social zone and improved ICT area are proposed with works set to be carried out in mid-2017.

Demand at the new Community Hubs

- 20 All the Hubs have seen an increase in residents using the building.
- 21 In Kippax, which did not previously have a One Stop Centre, the new Hub has seen a significant 95% increase in the number of residents coming through the doors of the building and a 31% increase in the use of the ICT suite
- 22 Demand, during the quarter July to September 2016, at the 5 new Community Hubs is as follows –

Site	Enquiries	Impact
Kippax	3501	95% increase in people using the building. 31% increase in IT use (self-service, internet access etc.).
Pudsey	3357	36% increase in the use of the building. 16% increase in IT use.
Rothwell	4541	37% increase in the use of the building.
Horsforth	2580	17% increase in the use of the building.
Moor Allerton	3034	13% increase in the use of the building (during June/July 2016).

- 23 Residents are using the Community Hubs for a range of Council Services. The most frequently requested services, as we see in all One Stop Centres, are enquiries relating to housing, Council Tax and Benefits.
- 24 The success of the Hub model is in encouraging residents to access the wider range of services on offer. As an example bike libraries are in place in Moor Allerton, Dewsbury Road, St. George's Centre and The Reginald Centre. The scheme means

that people can borrow a bike, in addition to a book, using their library card. The success of these has led to more funding for bike libraries at Deacon House, Armley, Holt Park and Garforth. The scheme is funded through Welcome to Yorkshire and Yorkshire Bank.

Progress on Developing Phase 3

- 25 Phase 3 includes Housing Offices, One Stop Centres and Libraries that have not been considered so far. The work being undertaken will include consideration of future Community Hubs for development, the movement of some services and the possible re-provision of some services in a different way.
- 26 At present 25 buildings are in scope. Each has a building condition survey ongoing which identifies the costs of repairs, information on current usage, lease details and costs, and distance to the next Council facility. However wherever possible, leased buildings within the communities will be released in order to make best use of Council owned buildings.
- 27 The development of the Phase 3 programme is still at a very early stage and therefore Officers will keep Scrutiny Board updated on the Phase 3 proposals as the details are developed.

Conclusion

- 28 Evidence from the development of the Community Hubs, and as outlined in this report, identifies that there is considerable customer satisfaction both with being able to access services locally and retaining a valuable local resource in respect of the library.
- 29 Given this, it is felt that the developing network of Community Hubs puts Leeds City Council in a better position to handle the changing nature of our face to face to work. The impact of welfare reform, universal credit and the changing nature and make-up of local communities mean that flexible, locally based services, able to adapt to changing needs, are essential if we are to have a real and positive effect on our citizens.

Recommendations

- 30 Scrutiny Board are asked to:
 - Note the positive customer opinion of the Community Hubs, together with the encouraging findings of 2 separate external assessments
 - Note progress made to date on the roll out of Phase 2 of the Community Hubs including the specific update on the current position with Horsforth Museum.
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Verbatim comments from the 'Tree of Success' at Kippax Community Hub

- All Excellent 😊
- Very helpful. Access could be better via bottom door
- Very helpful. Looks good.
- Massive improvement. Staff always very welcoming and helpful.
- Air conditioning needed ASAP.
- In my opinion the Library is a big asset to the Community.
- This service is much better.
- I love the new look and the staff are lovely. I come here once a fortnight to do my search and will keep on coming to do it.
- I think it is good to have these facilities available in one place and in Kippax for the use of the local population.
- So helpful and so much information about the new hub and activities – very impressed, thank you. 😊
- I thought it was a nice, quiet environment. I came to use the printers – which I didn't realise were here and the process of getting set up and printing was quick and painless. I will be updating my friends in this area.
- This is a great idea. Great for Kippax people.
- Ruth very helpful.
- The phone facility is hidden. You don't know it is there. Same with the water facility. The council desk (for enquiries) is not very well situated. It is not confidential everyone can hear what is being discussed.
- I find the new centre is alright. The staff was very helpful and the office was very warm and cosy.
- Nice and friendly but needs more parking especially disabled.
- Very helpful today. Thank you.
- Very smart, clean, tidy and colourful. A pleasure to visit always made welcome. More opening times – excellent. Just what was needed in Kippax.
- Good place and light and good lift. People very friendly and helpful.
- Very good. Very bright.
- I like the new layout of the Library and the staff are very helpful at Kippax Library.
- Ideal that all services are under one roof.
- Buildings nicely done. Lovely staff. Easy access 😊
- It's very good.
- Very good idea.
- Light and bright. Well laid out.
- Very friendly and good luck to you all.
- New hub much better, open longer hours, more facilities. Toilet now.
- I think people should have been more aware that council offices had moved.
- Helpful service. I like the building. The lift is very useful. Handy, tidy and clean.
- Good idea, helpful staff.
- Ruth and staff very polite and helpful, and took any worries away by seeing to the phone calls. Thank you.