

## Report of the Head of Governance and Scrutiny Support

### Report to Scrutiny Board (Citizens and Communities)

Date: 10<sup>th</sup> April 2017

### Subject: The development of Community Hubs – Tracking of Scrutiny recommendations

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

#### 1.0 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny inquiry into the development of Community Hubs.

#### 2.0 Background information

- 2.1 Last year, the Citizens and Communities Scrutiny Board agreed to undertake an inquiry into the development of Community Hubs. The inquiry concluded in March 2016 and a report setting out the Scrutiny Board's findings and recommendations was published in May 2016. This report is available via the Council's website ([click to access inquiry report](#)).

#### 3.0 Main issues

- 3.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.2 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required. Details of progress against each of these recommendations are set out within the table at Appendix 2.

#### **4.0 Recommendations**

4.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

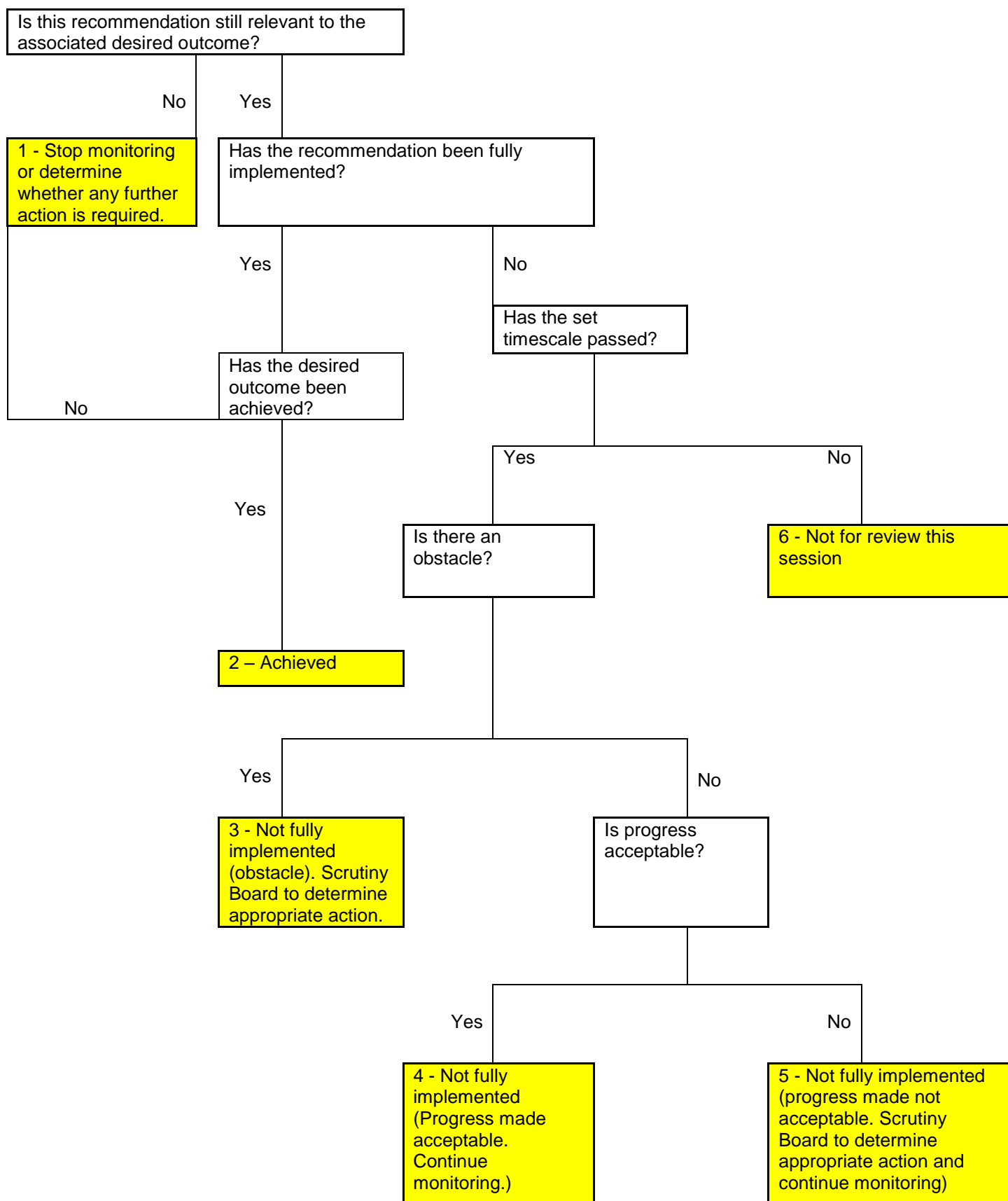
#### **5.0 Background documents<sup>1</sup>**

5.1 None.

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Recommendation tracking flowchart and classifications:**  
**Questions to be considered by Scrutiny Boards**



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

**Desired Outcome** – That there is a clear assessment and delivery model in place linked to the Community Hub ‘Mobile’ type provision.

**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.

**Formal response in October 2016:**

We continue to test what types of Pop ups are required and where, by offering the services at different locations, including non-council locations.

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.

Whilst we do not have a delivery model agreed at the moment, the following is being used to influence the development of the model:

- 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.

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.

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.

**Current position:**

The development of a delivery model for ‘mobile’ provision is ongoing. Officer work on the options for the delivery of £120k savings from streamlining and re-provisioning the Mobile

Library service are nearly complete and once finalised will be subject to consultation with local ward members. The changes proposed will deliver a much more efficient and streamlined service and will enable the procurement of new 'Community Hub' vehicles to deliver the mobile community hub model.

Likewise, as part of the work ongoing to deliver a sustainable community hub workforce. Consideration is being given to the establishment of a dedicated 'pop-up' team linked to the existing peripatetic teams which will allow a more sustained and focussed approach to the provision of 'pop-up' community hubs within the city.

Scrutiny Board Members will acknowledge that this development is linked to the wider reorganisation of the workforce which is linked to the development of the Phase 3 Community Hub programme and may therefore be subject to change depending on the outcome of that work.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** – That local Parish and Town Councils are actively engaged in the development and roll out of the Community Hub network.

**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.

**Formal response in October 2016:**

We will ensure that as Community Hubs are developed that relevant Parish and Town Councils are included in any consultation and engagement activity.

**Current position:**

This is an ongoing piece of work as Community Hub options are developed. An example of where this has already happened is with the development of the Horsforth Community Hub, where good relations with the Parish Council have been developed. It is expected that more extensive engagement will happen through the development of options linked to the Phase 3 programme.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**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.

**Formal response in October 2016:**

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.

**Current position:**

This is an ongoing piece of work as Community Hub options are developed. An example of where this is currently being looked at is the provision to transport people from local Community Hubs to learning provision (provided by Leeds City College) at the new Deacon House Hub in North Seacroft.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**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.

**Formal response in October 2016:**

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.

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.

**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.

**Example 2 – Social Prescribing at Reginald Centre.** Connect Well is the Social Prescribing service made up of a range of partners and is active in 26 GP Practices plus 5 satellites across Leeds North boundary, with the main Social Prescribing hub being at the Reginald Centre.

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.

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.

**Current position:**

The Council continues to maximise the opportunity to engage partners and integrate services within the Community hub model based on an understanding of local need and an understanding of key city-wide issues that act as barriers to people improving their outcomes (e.g Mental Health). Some notable examples since the last progress report include:

- Work with Leeds Mind to help people with mild mental health problems into work,
- Caring Dads who are fathers estranged from their children but wish to be reconnected,
- helping care leavers into work, and
- work with Reed in Partnership to help people who have multiple barriers to work move into work

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*



**Desired Outcome** – That the Community Hub approach continues to be acknowledged as part of the on-going development of new care models in Leeds.

**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.

**Formal response in October 2016:**

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.

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.

**Current position:**

Work progresses on this and relevant Hub officers are engaged in the discussions at a local level. Key progress is being made on the development of the strength based approach to social care and the Hubs play a key role in that development. Work is also ongoing to embed the community hubs into the social prescribing service delivery models within the city on the back of the successful work being done out of the Reginald Centre.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**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:

- The promotion of self-serve facilities
- Provision of interpretation services
- Staff floor-walking
- Incorporating 'social zones' into the hub design layout

**Formal response in October 2016:**

We will build the good practice into the Phase 2 Hub schemes as these are developed.

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.

The Floor Walking role continues and is becoming part of the normal way a Community Hub works.

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 this. Whilst ever there is a choice as to how residents want to access services this will always be a challenge.

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.

**Current position:**

We continue to learn from the development of Community Hub sites and are now delivering to an agreed standard and fit-out based on principles agreed with Scrutiny Board through last year's inquiry.

There has been lessons learnt from the first fit outs such as:

- the need for additional privacy where the One Stop moves into a library as library users pick up on council business been conducted in what is usually a quieter environment.
- The need to assess the full condition of the building prior to starting work as there have been problems with "old" fire alarm systems and burglar alarm systems which once turned off or altered won't restart.
- The need for CCTV in all buildings as it changes to a Community Hub. At present CCTV is not automatically fitted in all public offices but is selective depending on the location

Further to the above, work is being done by ICT on providing an effective infrastructure for BSL video interpretation. This is requiring a fundamental look at the public access network currently utilised as the current provision isn't stable or resilient enough to cope with the roll-out of this service to other sites.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*

**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.

**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:

- 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.

**Formal response in October 2016:**

As we progress the design and delivery of the Phase 2 programme, we do ensure that all proposed plans are discussed with all parties.

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.

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.

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.

**Current position:**

Work on delivering this recommendation is ongoing as part of the delivery of the Community Hub programme.

We have introduced local focus groups who meet to discuss the Community Hub they use. They are involved in developing new partners for the Hub and feedback on their experiences of using the facilities.

An example of where local discussions with relevant parties has had a material impact on the design of the Community Hub is the proposed design for the new Bramley Community hub where extensive consultation with local people has led to the design being changed to accommodate the existing heritage features within the building.

Likewise, as Phase 3 develops, and options are identified, officers will continue to engage fully on both the options and the interior design to ensure future sites are fit for purpose and meet the needs of local people.

**Position Status (categories 1 – 6)** *This is to be formally agreed by the Scrutiny Board*