

Report of the Director of Communities and Environment

Report to Executive Board

Date: 7th February 2018

Subject: Community Hubs - Phase 3 (Year 1) Business Case

Scheme No: 32886/000/000

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Adel and Wharfedale, Ardsley and Robin Hood, Armley; Beeston and Holbeck, Burmantofts and Richmond Hill, Calverley and Farsley, City and Hunslet, Chapel Allerton, Crossgates and Whinmoor, Farnley and Wortley, Gipton & Harehills, Guiseley and Rawdon, Harewood, Killingbeck & Seacroft, Kirkstall, Morley North, Rothwell, Temple Newsam, Wetherby		
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 checked="" type="checkbox"/> Yes	<input 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. In line with the Council's ambition to tackle poverty and inequality in the city, Executive Board has received a number of reports since 2014 on the development and roll-out of the Community Hub model across the City. The last report presented to Executive Board was the Phase 2 Community Hub Business Case, approved in June 2016. This report also highlighted the need to develop a further Phase 3 Community Hub business case to cover the remaining One Stop centres, Libraries and Housing Offices across the rest of the city.
2. This report sets out the properties and proposed Community Hubs included in Phase 3 to allow the continued roll out of the Community Hubs with fully integrated services across the city including, asset rationalisation, co-location of housing back offices, essential backlog maintenance and new ICT infrastructure and equipment to enable new ways of working over the next 3 years.
3. This report requests an injection of £3.03m into the capital programme for the first year of Phase 3 (2018/19) projects, with further approvals for Hub projects to be brought back

to Executive Board for Year 2 (2019/20) and Year 3 (2020/21) in order to complete the full programme.

4. The report also provides an update on the completion of the Phase1 Community Hubs (9 hubs), the progress achieved to date on the Phase 2 Community Hubs (18 Hubs) and progress in delivering the Mobile Community Hub approach.

Recommendations

5. Executive Board is requested to:

- a) Note the contents of the report and specifically the progress made on delivering the Community Hubs as part of Phase 1 and Phase 2 and the Mobile Community Hub approach.
- b) Support delivery of the Phase 3 Community Hub schemes over the next 3 years.
- c) Authorise an injection of £3.03m for Phase 3 - Year 1 (2018/19) schemes of the Community Hub programme. Updated business cases for individual Hub schemes will require authority to spend in line with the current capital approvals process.
- d) Note that further Phase 3 business cases will be submitted to request further injections of funding Phase 3 Projects included in Year 2 (2019/20) and 3 (2020/21).
- e) Note that the two proposed Community Hub schemes in Crossgates and Burmantofts, which are being developed jointly with the NHS, will be subject to a separate report.
- f) To approve that properties released as part of the Phase 3 (Year 1 2018/19) programme, be declared surplus to Council requirements and passed to the capital receipts programme.

Main Report

1 Purpose of this report

- 1.1 For Members to note progress made to date on the Community Hub programme and specifically the delivery of Phase 2.
- 1.2 To agree the Phase 3 Community Hub programme to form Community Hubs in a number of key local buildings, mainly existing Libraries and One Stop Centres to support the delivery of integrated and accessible services.
- 1.3 To agree asset rationalisation proposals arising from the consolidation of services and integration of back offices, which will enable disposal of surplus council buildings.
- 1.4 To seek approval for funding injections to enable the delivery of Phase 3 Year 1 (2018/19) Projects included in the Community Hub Phase 3 programme.

2 Background information

- 2.1 Executive Board has received a number of reports, which established and reported progress on the delivery of the work being progressed to address poverty and inequality across the city. Four propositions were agreed by Members, brought together under the banner of Citizens@Leeds, in order to achieve the following outcomes:
 - providing more accessible and integrated services
 - helping more people out of financial hardship

- helping more people into work
 - being responsive to the needs of local communities.
- 2.2 In order to deliver these required outcomes, a Phase 1 Community Hubs project delivered some initial works to provide three 'Pathfinder Community Hubs' at the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley. These have now operated since April 2014.
- 2.3 Following the success of the Pathfinder Hubs, Members received a subsequent report on developing the community hub model on a city wide basis in October 2014 and it was agreed to:
- adopt a city-wide community hub model that sees a network based approach, developed in partnership with Community Committees and local ward councillors and supported by a city centre community hub.
 - 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.
- 2.4 To help achieve this, from 1st April 2015 32 Community Libraries, seven Job Shops and 210 members of staff from those services transferred to the Customer Access service. These added to the existing network and workforce of 17 One Stop Centres. Furthermore both the mobile library service and the Central library team transferred to the Customer Access workforce on 1st March 2016 and 1st September 2016 respectively to further enhance the Hub approach.
- 2.5 Executive Board received a further report on 15th July 2015 outlining progress to date in delivering these recommendations (set out in 2.3 above) and on 22nd June 2016 Executive Board authorised the Director of Communities and Environment to deliver building/infrastructure changes for the delivery of Phase 2 Community Hubs.
- 2.6 In May 2016, Citizens and Communities commenced taking housing enquiries from the new Phase 1a Hubs in Horsforth, Kippax, Moor Allerton, Pudsey and Rothwell. As a result of this no housing enquiries are now taken at the Neighbourhood Housing Offices in these areas.
- 2.7 Following the approval to the Phase 2 Community Hub programme in June 2016, works have proceeded on delivery of the relocations of the Housing Office staff into the Hubs and creating the Community Hubs. A progress update is included in section 4 of this report.
- 2.8 In order to develop the scope of the Phase 3 programme, the Directorate has been working with the former Citizens and Communities Scrutiny Board and its Working Group to establish and apply key Community Hub Principles to the remaining Phase 3 sites. The key principles set and agreed by the Board are:
- Community Hubs should be close to local shopping zones.
 - The identification of a potential Community Hub will be based on an analysis of existing and future demand and proximity to other Hub sites.
 - Each potential Community Hub will be assessed on the basis of whether it demonstrates Value for Money. VFM to be determined through a demand v cost assessment.

- As well as individual site assessments, geographical assessments based on a VFM analysis will be undertaken to ensure no over-provision of community hub services within a given geography.
- That there isn't a 'one size fits all approach' to the provision of Community Hubs and that services offered within Phase 3 sites will be dependent on the space available.
- The Phase 3 programme will have a focus on asset rationalisation and service integration in delivering a sustainable network within the city.

2.9 These principles have been applied and have shaped the proposed Phase 3 programme.

3 Key Messages

- 3.1 Community Hubs continue to make a real difference for local communities, changing people's lives and enabling us to deliver more and better services.
- 3.2 The 16 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.
- 3.3 The Phase 2 programme has seen the development of our Community Hub 'Extra', 'Local' and 'Mobile' approach extend to the current 16 sites with a further five planned to open over the next nine months.
- 3.4 We have also developed the proposals for Phase 3 over the last 12 months to extend the Community Hub approach across the whole city, which will be rolled out over the next three years, subject to approval of the proposed Phase 3 Community Hub programme.

4 Main issues

- 4.1 The delivery of the Community Hubs is split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:
- 4.2 **Mobile Community Hubs** – A full review of the Mobile Library services has been undertaken and consulted on with implementation of the outcomes of the review ongoing. The aim of the review was to enable the move towards the introduction of a Mobile Community Hub service which required efficiencies to be delivered.
- 4.3 As a result of the review, five new mobile community hub vehicles have been ordered and will be deployed in January 2019. Ahead of this, the existing stock is being reviewed to enable the Mobile Community Hub model to be deployed sooner.
- 4.4 The value of a Mobile Community Hub approach has already been seen in the city through approaches both in Holbeck and Cottingley where a more integrated mobile services providing the full range of Community Hub services has seen positive outcomes, specifically with regard to helping people into work.
- 4.5 **Phase 1 Pathfinder sites** - Armley, Compton Centre and St George's Centre. These opened in April 2014.
- 4.6 **Phase 1a Priority Sites** – Initial works were undertaken to allow Integrated Library and One Stop services to be formed at the Priority 1a sites using revenue funding from

the former Citizens & Communities Directorate. Further information on each of the Phase 1a sites is included in the table below.

Community Hub	Location	Works/Property Saving/Impact
Yeadon Community Hub	Yeadon Library	Opened in Summer 2015. Community Hub formed in Yeadon Library. Aireborough One stop moved into new Yeadon Hub. The One Stop Centre in Micklefield House was declared surplus to requirements and disposal agreed at Executive Board in November 2014.
Kippax Community Hub	Kippax Library	Community Hub formed in Kippax Library. New One Stop Service including housing enquiries provided from Hub. Opened April 2016
Moor Allerton Community Hub	Moor Allerton Library	Community Hub formed in Moor Allerton Library. New One Stop Service including housing enquiries provided from Hub. Opened May 2016
Pudsey Community Hub	Pudsey Library	Community Hub formed in Pudsey Library. Move One Stop into Library. Opened May 2016
Horsforth Community Hub	Horsforth Library	Community Hub formed in Horsforth Library. New One Stop Service including housing enquiries provided from Hub. Opened May 2016
Rothwell Community Hub	Rothwell Library	Community Hub formed in Rothwell Library. Move one stop into Library. Opened June 2016

- 4.7 **Phase 2 Community Hubs** – The Phase 2 programme was approved at Executive Board 22nd June 2016. Since then, progress has been made on the majority of the schemes. Housing Leeds funded the integrated back office at three of the Hubs, to enable the merger of housing and hub staff and these have now been completed with housing staff relocated into Hubs at Rothwell, Garforth and Moor Allerton. This has allowed Rothwell Area Office and Kippax Housing Office to be declared surplus. Kippax Housing Office was sold in November 2017. Horsforth and Bramley Housing Offices have both closed for housing enquiries but remain as back offices for housing staff until associated accommodation solutions are delivered by Asset Management. The remainder of the Housing Offices across the city have been considered under this report, as part of a Phase 3 programme.
- 4.8 The Phase 2 Community Hubs refurbishment and conversion works is progressing at pace for these sites and includes 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. An update on progress of all Phase 2 schemes (including additional work on the Phase 1a schemes) is included in the table below.
- 4.9 Back Office areas have been improved in line with Changing the Workplace principles to meet ‘new ways of working’ standards, including provision of laptops and ICT equipment to enable services to be co-located.
- 4.10 Back-log essential maintenance and major accessibility issues have been addressed on completed schemes in the Phase 2 Community Hub buildings. Where appropriate, and subject to building and budget constraints, reasonable adjustments have been factored into the schemes.

4.11 The Phase 2 community hub works and progress to date on the 18 schemes are set out below:

Phase 2 Hubs	Location	Works/Property Saving/Impact
Kippax Community Hub	Kippax Library	New Community Hub open in Kippax Library. New Housing back office formed for the Kippax Housing Office team in Garforth Community Hub. Kippax Housing Office sold to support the LCC Capital Programme. Complete
Moor Allerton Community Hub	Moor Allerton Library	New Community Hub open in Moor Allerton Library. New Housing back office formed for 30 staff moved into the Hub and a new customer services reception and back office now completed. The Moortown Housing Office is now vacant and two shops and two flats now released for additional HRA rental stream. Internal Hub Complete. With the exception of external Roof repair outstanding and maintenance, subject to Sainsbury Centre scheme.
Pudsey Community Hub	Pudsey Library	New Community Hub open in Pudsey Library. New 10 workstation touchdown office created for local teams in the Hub plus a, lettable meeting room and improved staff facilities. Space vacated in Pudsey Town Hall now surplus. Complete
Horsforth Community Hub	Horsforth Library	New Community Hub open in Horsforth Library. Horsforth Housing Office has closed for housing enquiries but it remains a back office for housing staff until alternative accommodation is delivered. Complete
Rothwell Community Hub	Rothwell Library	New Community Hub opened in Rothwell Library. New Housing back office formed in the Hub for 24 staff moved into the Hub and a new customer services back office now completed. Rothwell Area Office has been declared surplus. Complete
Dewsbury Road Community Hub	Dewsbury Road One Stop Centre	New Community Hub formed in Dewsbury Road One Stop Centre incorporating new Library and new first floor office created for over 60 LCC staff and police. Including new ICT and equipment to enable new ways of working. This scheme has increased office capacity by 50% and has enabled the existing library to be vacated and made available for alternative use. Complete
Seacroft Community Hub	Deacon House	New Community Hub formed in Deacon House, incorporating new Library and new first floor office created for over 80 LCC staff and police. The scheme has allowed the existing Library to be vacated with the site forming part of regeneration plans for Seacroft. The North Seacroft One Stop Centre and housing back office has been

		moved into the new Hub, allowing the leased building to be terminated saving £90k pa. The Post Office has also relocated to Deacon House under a new seven year lease to enable this service to be available to the community. Complete
Morley Community Hub	Morley Library	A new Community Hub is being formed in Morley Library including creating three glass fronted interview rooms, new ground floor office and kitchen, new customer and staff WCs, baby change, IT suite, Jobshop and improved library space and queue & appointment management. The Morley One Stop Service will then move into the new Hub from Morley Town Hall and the vacant space can then be reused. Design and Spec Completed. Awaiting listed Building approval to the works. Expected January 2018. Start works March 2018.
Middleton Community Hub	St George's Centre	The Community Hub will be refurbished and alteration made to improve the layout and to create glass fronted interview rooms, larger IT suite, Jobshop, improved library space and to create a suitable NHS waiting area. Start on site January 2018.
Bramley Community Hub	Bramley Library	The Community Hub has been completed in the library building including substantial backlog repairs including new flat roof and large glass roof domes. The internal remodelling included refurbished oak panelling and floor, create new office, create two glass fronted interview rooms, new customer and staff WCs, baby change, IT suite, Jobshop, improved library space and new enquiry positions. This scheme has removed housing enquiries from the Bramley Housing Office, which has now closed. The new housing back office is being created in Bramley Community Centre and the Housing Office site can be sold to support the LCC Capital Programme. Complete
Chapelton Community Hub	The Reginald Centre	New furniture has been provided in the waiting areas to enable flexible use of the café, events and film nights for the local community. Complete
Headingley Community Hub	Headingley Library	A new Community Hub is being formed in Headingley Library. A new One Stop Service including housing enquiries will be provided from the Hub, create new office, create three glass fronted interview rooms, new ground floor office and kitchenette, new customer and staff WCs, baby change, IT suite, Jobshop and improved library space. The first floor offices and staff breakout will be

		improved. The Headingley Post Office will also move into the Hub, providing local services and a rental income to the council. This scheme supports the loss of Burley library (closed on health and safety grounds), which is currently the subject of a conditional sale agreement, the capital receipt will support the LCC Capital Programme. On site - Completion March 2018
Harehills Community Hub	The Compton Centre	Refresh to waiting and self service areas. Works will be completed by April 2018.
Otley Community Hub	Otley Library and One Stop Centre	Improve layout, new interview rooms, improved staff facilities and new social zone, new ICT area and improved library layout. Starting early 2018. Severe damp issues found and additional maintenance works being established. Design Progressing
Armley Community Hub	Armley Library and One Stop Centre	Improvement are needed to the current layout to improve the design and resolve confidentiality issues. Works include the creation of five glass fronted interview rooms, new office space and kitchen, internal redecoration, new customer and staff WCs, baby change, IT suite, remove LCCU space and reconfigure entrance, Jobshop, new queue & appointment management and improved library space. Works will progress Spring 2018. Design progressing.
Garforth Community Hub	Garforth Library and One Stop Centre	Works to form Housing Back offices have been completed and the Housing team has moved into the Hub. Minor works to social zone and improved ICT area and enquiry spaces to be progressed early 2018.
City Centre Hub	2GGS then move to Merrion House	Queue and appointment management has been procured and has been delivered under a new contract. Designs and finishes for the new Merrion Hub has been agreed and works are currently on site and will be completed by Spring 2018. Services will then move across from 2 Great George Street into Merrion House Hub May 2018.

4.12 The Council's internal building contractor has carried out the works to Phase 1, 1a and Phase 2, with the exception of Bramley and Morley Community Hub schemes. It is proposed that they also deliver the Phase 3 Hub programme, but this is subject to resource availability. Due to the size of the programme it is likely that some schemes will be tendered to private contractors. Works to Phase 3 Community Hubs will commence mid 2018 on multiple sites, subject to approval by Executive Board. A fully detailed phasing plan and programme of works will be produced following approval. It is anticipated that the Phase 3 programme will be completed by end 2020/21.

4.13 **Phase 3 Community Hubs** – The Phase 3 programme has given consideration to those sites across the city, which are made up of the remaining Libraries, One Stop Centres, and Neighbourhood Housing Office buildings (27 sites). The Scrutiny Working

Group approved Community Hub principles have been applied to each site and the proposals are set out below.

- 4.14 The Community Hubs refurbishment and conversion works for sites taken forward as Hubs, 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.
- 4.15 Back Office areas will be improved in line with Changing the Workplace principles to meet 'new ways of working' standards, including provision of laptops and ICT equipment to enable services to be co-located.
- 4.16 Condition surveys have been carried out and costs for Immediate and essential backlog maintenance works have been included in the programme to be completed under the Phase 3 programme. This removes the need for these works to be completed under the planned maintenance programme. Further routine and planned maintenance has been excluded from the programme.
- 4.17 The Phase 3, year 1 (2018/19) Community Hub proposals are set out in the table below.

Phase 3 Hubs	Location	Works/Property Saving/Impact
Year 1 Schemes 2018/19		
Aireborough and Guiseley Community Hub	Aireborough Leisure Centre	Create a new Community Hub with café in the leisure centre. Relocate Guiseley library into the Hub and dispose of surplus building. Previously agreed by Executive Board in 21 st September 2016, as part of Leisure Centre proposals.
Armley Community Hub	Armley One Stop and Library	Improvements to back offices, furniture, maintenance and meeting room suite
Gildersome Library (in Community Centre)	N/A	Close Library. Move library stock out of Community Centre to Morley Community Hub. Vacant library space to be used for further community centre activities.
Gipton Housing Office (Coldcotes)	N/A	Housing enquiries moved and dealt with from existing Community Hub network (e.g. Compton Centre). Housing staff relocated to other offices. Office converted back to HRA housing.
Halton Community Hub	Halton Library	Community Hub formed on Halton library site. Increase size of existing building by adding staff facilities, lift and meeting space on new (part) first floor space.
Harehills Community Hub	Compton Centre	Works to improve customer flow and add interview rooms and improve layout.

Hawksworth Community Hub	Hawksworth Wood Community Shop	Create a new Community Hub to be open early 2018
Hunslet Community Hub	Hunslet Library	Proposal is for Community Hub to be formed on Hunslet Library site. Development work to be undertaken with local partners to ensure provision of a viable solution.
Kirkstall Neighbourhood Housing Office	N/A	Housing enquiries moved and dealt with at Headingley and Hawksworth Community mini Hub. Housing Office retained for local office base only.
Whinmoor Library	N/A	Close Library. Transfer library customers to the new Seacroft Community Hub. Declare building surplus.

- 4.18 The following table outlines the remaining assets which will be considered to develop the Community Hub schemes for years 2 & 3 of Phase 3. Work will be ongoing to develop detailed proposals for year 2 & 3 schemes with approval subject to the agreement of annual business cases to Executive Board in 2019/20 and 2020/21.

Year 2 Site Considerations 2019/20
Ardley & Tingley Library
Beeston Library
Calverley Library
Farsley Library
Oakwood Library
Osmondthorpe One Stop Centre
Wortley Neighbourhood Housing Office
Year 3 Site Considerations 2020/21
Boston Spa Library
Burmantofts/ Lincoln Green Library
Chapel Allerton Library
Crossgates Library
Holt Park Library
Scholes Library
South Seacroft One Stop Centre
Swarcliffe Housing Office PFI
Wetherby Library
Wetherby One Stop Centre

- 4.19 The Council's Asset Management Team have provided property valuations and will be responsible for considering and making recommendations on surplus properties to the Director of City Development who has the necessary authority under the Council's Officer Delegation Scheme to approve and implement those recommendations. Potential capital receipts for Phase 3 (Year 1 2018/19) are estimated to be in the region of £100k.

- 4.20 Whilst each year of the Phase 3 programme will be planned and approval sought on an annual basis, a pragmatic approach is required so as to ensure that flexibility remains across the whole programme. This is required as in some cases opportunity may arise earlier (or later) than planned to provide a more cost-effective Hub solution within a locality. In this regard, it is felt that such opportunities, when they arise, should be considered fully and if deemed appropriate for development, taken forward subject to the approval of the Director of Communities and Environment in consultation with the Executive Member for Communities.

5 Positive progress and commitment to Community Hubs

- 5.1 Evidence from the existing Community Hubs 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.
- 5.2 Schemes have met with generally widespread support from the communities and local Ward Members.
- 5.3 The developing network of Community Hubs puts Leeds City Council in a better position to handle the changing nature of our face to face 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 positive effect on our citizens.
- 5.4 The Community Hubs are also best placed to develop shared services, developing links with local employers, encouraging the move into work, making people “work ready”, and providing help, guidance and training as more and more government services and benefits go online.

6 Corporate Considerations

6.1 Consultation and engagement

- 6.1.1 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. These recommendations have been used where appropriate to inform the development of this business case. Design principles have also been agreed by the Board.
- 6.1.2 Ward Members have been informed and consulted on the changes either via a face to face meeting or a briefing note. Whilst there is overall support for the programme from local Ward Members, some concerns remain around a small number of the proposed schemes and therefore Officers will continue to work with local Ward Members as schemes develop.
- 6.1.3 The Council’s Strategic Investment Board has discussed the Phase 3 Community Hub business case at their meeting on 17th November 2017 and the 19th January 2018. They asked that the Phase 3 programme be phased over three years with separate annual financial approvals. This has been actioned and therefore the programme is now split into years 1-3 requiring separate annual funding applications.

It was agreed that the two schemes involving the NHS co-locating with the Community Hubs in Crossgates and Burmantofts will be subject to a separate funding application. Phase 3 Year 1 costs are included in the report to be considered for approval.

6.2 Equality and Diversity / Cohesion and Integration

- 6.2.1 As per previous reports, 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 focused 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.
- 6.2.2 With regard to the development of the Phase 3 community hubs, reasonable inclusions and diversity requirements have been built into the presented costs.
- 6.2.3 An Equality, Diversity, Cohesion and Integration (EDCI) Screening for the Community Hub Programme was attached to the approved Phase 2 Community Hubs Executive Board Report. An updated EDCI Screening document has been completed for Phase 3 and is attached at Appendix A. The screening demonstrates how the impact of the proposals on equality, diversity, cohesion and integration have been considered and outlines the actions that have been taken/are being taken to mitigate the impact.
- 6.2.4 The key points of the screening illustrate the positive impact the community hub developments have on resolution at first point of contact, accessibility, welfare benefits and poverty, social exclusion, reading and lifelong learning, tailoring services to local communities.

6.3 Council Policies and the Best Council Plan

- 6.3.1 Addressing poverty and inequality, helping people into work and tackling social isolation are key priorities for the Council and make a significant contribution to our Strong Economy and a Compassionate City agenda, as set out in the Best Council Plan 2017/18.
- 6.3.2 The activities set out in this report contribute to the delivery of the 2017/18 Best Council Plan outcomes for everyone to 'earn enough to support themselves and their families' and the Best Council Plan 2017/18 priorities on 'Resilient communities', 'Child-friendly city' and 'Good growth'.
- 6.3.3 The Hub programme also plays a key role in supporting delivery of the Safer and Stronger Communities Plan, the Children's and Young People's 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.
- 6.3.4 The Councils 'Priority Neighbourhoods' have been considered under Phase 3 and an additional Community Hub has been included in Lincoln Green/Burmantofts to support the area in partnership with the NHS.

6.4 Resources and Value for Money

- 6.4.1 In considering the financial implications of the proposals within this report, Members need to consider a range of issues and these can essentially be broken down into four areas:

- Capital investment requirements to deliver new services and invest in buildings to be retained
- Capital receipts from the disposal of buildings declared surplus
- Additional revenue costs incurred to support the programme
- Property based revenue savings arising from vacating buildings

6.4.2 As regards capital investment, phases 1 and 1a have been delivered within existing revenue resources with no recourse to new capital investment. However, the nature of phase 2 and 3 developments require capital investment to deal with the following costs:

- Works needed to create the Community Hub
- Backlog Maintenance (immediate and urgent maintenance only)
- Costs of the relocation of services into Hubs rather than the Neighbourhood Housing Offices.
- ICT equipment to facilitate new ways of working within localities, new public access computers and new queue management systems.

6.4.3 Phase 3 Community Hub programme has been split into a 3 year programme. This will require a funding application to be submitted each year. The following table summarises the level of capital investment required for **Phase 3 - Year 1 2018/19** Community Hub developments:

	Total	Phase 3 – Year 1 2018/19	ICT and furniture	Backlog Maintenance
Total Capital Spend Year 1 only	£3,030k	£2,117k	£571k	£342k

6.4.4 The capital requirements for year 1 of the Phase 3 schemes have been developed with NPS design team to produce scheme designs for the Hubs. NPS have carried out structural assessments and have produced condition surveys and costings for backlog maintenance. The Council's CPM service have assisted with the budget costs of the construction works, which are based on previous similar Phase 2 schemes recently completed to give cost certainty. Design freeze will be confirmed after further consultation has been completed following Executive Board approval. All costs for the ICT and furniture have been taken from existing frameworks.

6.4.5 Capital receipts will be in the region of £100k from possible asset rationalisation proposals arising from the proposed Phase 3 - Year 1 schemes.

6.4.6 The table below shows the capital requirement for Phase 3 - Year 1 of the programme and the funding proposal taking account of any savings arising from the asset rationalisation:

Capital Cashflow							
Injection required for this Approval	TOTAL	TO MARCH					
		2018	2017/18	2018/19	2019/20	2020/21	2021 on
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
LAND (1)							
CONSTRUCTION (3)	2288.3		0.0	2288.3			
FURN & EQPT (5)	571.2		0.0	571.2			
DESIGN FEES (6)	170.6			170.6			

OTHER COSTS (7)	0.0						
TOTALS	3030.4	0.0	0.0	3030.4	0.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021 on £000's
Unsupported Borrowing	2930.0		0.0	2930.0			
LCC Capital Receipts	100.0		0.0	100.0			
Total Funding	3030.0	0.0	0.0	3030.0	0.0	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

6.4.7 The table below shows the impact on the revenue budget taking account of additional costs that need to be incurred and any savings arising from the asset rationalisation.

Revenue Costs/Savings	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021 on £000's
Unsupported Borrowing	196.4	196.4	196.4	196.4
Property Savings		-13.0	-13.0	-13.0
Facilities Management	0.0	100.0	100.0	100.0
Q Management Support	0.0	20.0	20.0	20.0
Total Revenue Costs	196.4	303.4	303.4	303.4

6.4.8 It is proposed that the capital costs are funded by unsupported borrowing. The revenue impact of the capital expenditure is expected to be £196k per annum based on an asset life of 25 years.

6.4.9 Closure of existing Phase 3 - Year 1 sites facilitated by transferring services to existing or alternative locations, as outlined in 4.17 above is expected to generate annual budget savings of £13k.

6.4.10 The estimated costs associated with maintaining the Hub sites going forward is £100k per annum from 2019/20 and the annual support costs associated with the Queue Management system are expected to be circa £20k.

6.4.11 The revenue costs for 2018/19 have been provided for in the proposed 2018/19 budget and the additional costs from 2019/20 onwards will be incorporated into the revised financial strategy.

6.5 Legal Implications, Access to Information and Call In

- 6.5.1 There are no direct legal implications arising from the recommendations in this report and the report is subject to Call-In.

6.6 Risk Management

- 6.6.1 The key risks associated with the Community Hub Phase 3 programme are principally around the delivery of schemes to costs, time and quality thresholds and the availability of LCC resources. To mitigate this the Communities and Environment Leadership team will act as Programme Board for Phase 3 and the Director of Communities and Environment will be asked to agree individual scheme business cases to ensure that the cost, quality and time thresholds are adhered to and that the overall Hub Programme is delivered within the agreed financial allocation. Updated business cases for individual Hub schemes will then require authority to spend in line with the current capital approvals process.

7 Conclusion

- 7.1 Customer satisfaction and feedback has been extremely positive in relation to the Community Hubs delivered to date with residents/partners appreciating the investment in the buildings and the range of services available in one place.
- 7.2 In order to build upon the positive progress made so far, and to achieve our long-term aims around delivering integrated and accessible services which meet the increasingly complex needs of the citizens and communities of Leeds, it is important that Leeds City Council continues its commitment to Community Hubs through this Phase 3 programme.
- 7.3 Through this programme the Council will ensure all sites are refurbished and furnished to provide a modern safe environment that treats our customers with respect and encourages contact with Leeds City Council as an organisation that can offer help and assistance.

8 Recommendations

- 8.1 Executive Board is requested to:
- a) Note the contents of the report and specifically the progress made on delivering the Community Hubs as part of Phase 1 and Phase 2 and the Mobile Community Hub approach.
 - b) Support delivery of the Phase 3 Community Hub schemes over the next 3 years.
 - c) Authorise an injection of £3.03m for Phase 3 - Year 1 (2018/19) schemes of the Community Hub programme. Updated business cases for individual Hub schemes will require authority to spend in line with the current capital approvals process.
 - d) Note that further Phase 3 business cases will be submitted to request further injections of funding Phase 3 Projects included in Year 2 (2019/20) and 3 (2020/21).
 - e) Note that the two proposed Community Hub schemes in Crossgates and Burmantofts, which are being developed jointly with the NHS, will be subject to a separate report.

- f) To approve that properties released as part of the Phase 3 (Year 1 2018/19) programme, be declared surplus to Council requirements and passed to the capital receipts programme.

9 Background documents¹

9.1 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.