

Report of the Chief Officer, Customer Access

Report to Inner West Area Committee

Date: 19th February 2014

Subject: Armley One Stop Centre – Community Hub Pilot Site

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input checked="" type="checkbox"/> Yes	<input 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

Summary of main issues

This report provides members with the current position on work taking place on establishing a pilot Community Hub in the Armley One Stop Centre.

Recommendations

The Inner West Area Committee is asked to:

- Support and define the work being undertaken with current service partners on site at the Armley One Stop to deliver a Community Hub provision for the local community.
- Note the plans for future closer working with partners internal and external to the Council to provide a more holistic customer service provision in communities, led by the needs of the local community.
- Consider their role in the development of the Community Hub concept within their locality in line with the developments and ideas set-out in Section 3 of the report. This to include advising on partners for the community hub in Armley and the location of pop-up provision.

1 Purpose of this report

- 1.1 This report provides members with an update on the current position and short / longer term plans for the coming year in establishing a Community Hub pilot within Armley One Stop Centre.

2 Background information

- 2.1 A key objective for the Council through the Citizens@Leeds agenda is to deliver local solutions within communities that truly integrate council and partner service delivery to help individuals and their families address increasingly more complex issues simply and effectively.
- 2.2 To deliver this a network of Community Hubs is being developed that will make a real difference to citizens and communities. Community Hubs will deliver a more integrated approach to service delivery and maximise the use of the assets and service points that exist across the city e.g. joint service centres, one stop centres, housing management offices, libraries, children's centres etc. They will support the delivery of pop-up (e.g. in supermarkets and GP surgeries) and mobile provision to ensure that we can reach all priority communities across the city.
- 2.3 This work will be supported through the delivery of more on-line provision to enable those that wish to self-serve to be able to do so, thereby freeing up time of our customer services officers to advise those most in need or those requiring more detailed or intense support
- 2.4 To get us started, Executive Board agreed in November to pilot the Community Hub offering in three locations across the city, to help develop our thinking on the approach and identify the best form of provision for delivering truly integrated face-to-face services. This will be done working closely with all services and partners affected to ensure all issues are appropriately and fully considered.
- 2.5 The existing one-stop-centre provision; at the Compton Centre in Harehills, the St George's Centre in Middleton and the One Stop Centre in Armley have been identified as the focus for the three pilots. The rationale for choosing these sites is as follows:
- To have one pilot in each of the three administrative areas of the city;
 - To place the pilots in areas of the city where financial hardship and deprivation are significant issues facing citizens;
 - To focus the pilots on those sites where there is already significant co-location of services;
 - To ensure that the pilots have a focus on partnership working and exploit further the co-location and integration between council and partner services existing at these sites.

3 Main issues

- 3.1 The Community Hub will have a focus on making residents lives better and giving them the skills to improve their life. This will be achieved initially through a focus on core services already available in the Centres.
- 3.2 For Armley One Stop, the principal services currently available are:
- Registrars
 - Library and Information Services

- Welfare Rights.
- Credit Union Branch
- Job Shop
- Leeds Counselling Service (NHS)
- Councillors & MP surgeries,
- Youth Offending Team,
- Eastern European Outreach Group (POMOC)

3.3 However this list is not exhaustive as each centre will look at the needs of its own community and then working with the area committee, Council services and partners look to provide services that are relevant based on local demand. At present discussions are taking place with:

- The police
- Children's Centre
- Metro
- NHS

3.4 With regards to how the operation will work, the Community Hub will be staffed by an integrated front of house team. This means one team will deliver all the face to face functions to create a positive impression of the Hub. To achieve this, a new position of Community Hub Manager (temporary for the first year of the pilot) is being created. This role will have overall responsibility for the Hub building and all within it and direct responsibility for all of the front line staff working in it. The team will initially be made up of officers from Library Services, Customer Services and the Job Shop. It is envisaged that the new Community Hub Manager will be in place for April 2014.

3.5 To support closer working and start to build the new integrated teams, three staff engagement events have been booked at each pilot site, one each in January, February and March. Staff based at the sites from Library Services, Customer Services and the Job Shop have been invited to the events so that they can be kept up to date with progress and also have an input into future improvement in service provision at the Hub.

3.6 Moving forward further developments and innovations will be rolled-out across the site and locality to ensure the principles behind the Community Hub concept are delivered. This will include (but not be limited to):

- Delivery of a range of 'wrap around' services such as for example, literacy and numeracy, language classes, energy advice, debt advice, volunteering in your community and community policing.
- Further targeted provision across a locality which replicates the Hub provision but enables the Council and its partners to go to where people are. This will be done through the provision of smaller hub sites and mobile/pop-up provision, plus peripatetic workers who work on a day to day basis within the locality.
- The ability for council and partner services within the Hub to plan and co-ordinate local service delivery to build on and expand where appropriate local 'tasking' arrangements so that local resources can be better targeted to address local issues.

- The location of the Area Support Teams will be in the Community Hub site to support the bringing together of services and improve how they work together to benefit the local community.
- Where other partner organisations are delivering services in a community, they will be encouraged to use the Hub for their customer contact provision. Discussions are already underway with the Police, Citizens Advice Bureau, local faith groups and the NHS across the city. The Housing Office network is also being reviewed so that the Community Hub becomes the place Council Tenants use to access services around their housing needs.

3.7 It is critical to the success of the Community Hub concept that service provision is based on local intelligence and knowledge so that services are appropriate to local demand. In this regard the future role of the community committee will be critical in:

- Engaging with the local community to understand demand and need and so influence service provision from the Community Hubs; and
- Supporting the design of Hub provision across the locality, specifically utilising information and intelligence to help identify where mobile and pop-up provision needs to be delivered.

3.8 Given this, it is envisaged that this is the first of a number of reports to be presented to the area committee around the development of the Community Hub within the locality.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Executive Members have been consulted on the development of community Hubs and this report starts the process of engagement with local members. Further to this, and as the report states above, consultation and engagement is on-going with relevant and appropriate services and partners and it is a key part of the implementation of the Hub pilots that local consultation and engagement with citizens takes place. This activity is currently being planned.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 There are no equality and diversity issues raised by the content of this report.

4.3 Council policies and City Priorities

4.3.1 The work carried out at the new Community Hubs will help the council to tackle issues of poverty and enable citizens to improve their own lives.

4.4 Resources and value for money

4.4.1 It is expected that the development of Community Hubs will deliver value for money due to greater staff flexibility in the centres and true service integration across Council and partner services.

4.4.2 Any resource implications arising from the development of the Hubs will be met through existing provision or where investment (in buildings or technology) is required this will be acquired through the Council's normal business case approval process.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications to the content of this report. This report is not subject to call in.

4.6 Risk Management

4.6.1 There are no risk management issues relating to this report.

5 Conclusions

5.1 This report provides members with an update as to current and on-going work taking place at Armley One Stop Centre to provide more integrated front line services to customers.

6 Recommendations

6.1 The Inner West Area Committee is asked to:

- Support and define the work being undertaken with current service partners on site at the Armley One Stop Centre to deliver a Community Hub provision for the local community.
- Note the plans for future closer working with partners internal and external to the Council to provide a more holistic customer service provision in communities, led by the needs of the local community.
- Consider their role in the development of the Community Hub concept within their locality in line with the developments and ideas set-out in Section 3 of the report. This to include advising on partners for the community hub in Armley and the location of pop-up provision.

7 Background documents¹

7.1 Executive Board Report – 6th November 2013

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.