

**Report of the Director of Communities and Environment**

**Report to Executive Board**

**Date: 18 March 2020**

**Subject: Community Hubs – Update (Scheme No: 32886/000/000)**

Are specific electoral wards affected? If yes, name(s) of ward(s): All wards.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has consultation been carried out?	<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
Will the decision be open for call-in?	<input checked="" type="checkbox"/> Yes <input 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**

**1. Main issues**

- 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 3, year 2 Community Hub Business Case, which was approved on 20th March 2019. This report also highlighted the need to develop further Phase 3 (years 3&4), business case to cover the remaining One Stop centres, Libraries and Housing Offices across the rest of the city.
- In line with that, this report sets out the properties and proposed Community Hubs included in the Phase 3, year 3 programme, 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.
- The report also provides an update on the completion of the Phase1 and Phase 2 Community Hubs and the progress achieved to date on Phase 3 schemes. 22 Hubs have been completed to date.

## **2. Best Council Plan Implications** (click [here](#) for the latest version of the Best Council Plan)

- 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 2019/20.
- The activities set out in this report contribute to the delivery of the 2019/20 Best Council Plan outcomes for everyone to 'earn enough to support themselves and their families' and the Best Council Plan 2019/20 priorities on 'Safe and strong communities', 'Child-friendly city' and 'Inclusive growth'.
- 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.
- 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. A Mini Community Hub has been delivered this year in the Burmantofts Housing Office in advance of the larger NHS scheme. Other sites are currently being considered for Holbeck, which will form part of next year's programme.

## **3. Resource Implications**

- The Councils Strategic Investment Board (SIB) has discussed the continued delivery of the Phase 3 Community Hub programme and they recommended that the funding of £2.73m for the Phase 3, year 3 schemes be included in the Capital Programme 2020/21. This was approved by Executive Board on the 12th February 2020.

## **Recommendations**

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, Phase 2, Phase 3 and the Mobile Community Hub approach.
- b) Note the injection of £2.73m for Phase 3 - Year 3 (2020/21) schemes of the Community Hub programme. The Senior Community Hub Development Manager is responsible for submitting updated business cases for individual Hub schemes which will require authority to spend in line with the current capital approvals process.
- c) Note that a further Phase 3 business case will be submitted by the Senior Community Hub Development Manager around February/March 2021 to request a further injection of funding for the remaining Phase 3 Projects.

## **1. Purpose of this report**

- 1.1 For Members to note progress made to date on the Community Hub programme.
- 1.2 To note the Phase 3, year 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.

## **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 Committee's 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, 7 Jobshops 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. This service has since been rolled out across the city to other Community Hubs and no housing enquiries are now taken at Neighbourhood Housing Offices.
- 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 3 of this report.

- 2.8 In order to develop the scope of the Phase 3 programme, the Directorate worked 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. The Phase 3 programme was supported by the 7th February 2018 Executive Board and will span at least 4 years. Capital funding of £3.03m was also approved for the Phase 3 Year 1 projects, £4.84m for Phase 3 year 2 and £2.73m for Phase 3 Year 3 and these projects are now in delivery phase.

### **3. Main issues**

- 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 22 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 programme has seen the development of our Community Hub 'Extra', 'Local' and 'Mobile' approach extend to the current 19 sites with a further 4 planned to open over the next 9 months.
- 3.4 The Phase 3 programme will eventually complete delivery of the Community Hub approach across the whole city of our existing estate. Further new Hubs may be required under Phase 4, as new housing developments are delivered across Leeds, any new hubs, which are required by the council, should be master planned into future planning applications and developments at the earliest opportunity.
- 3.5 The delivery of the Community Hubs is split into multiple phases due to the scale of the programme and to accelerate delivery, as follows:
- 3.6 **Mobile Community Hubs** – The council has taken delivery of 4 Mobile Community Hubs.

- 3.7 The Mobile Community Hubs will deliver services where there is no council buildings in a ward to create a physical Community Hub where there are areas of deprivation within that ward.
- 3.8 The Mobile Community Hubs will deliver the same range of services as a hub building including enquiries, Jobshop services and Library.
- 3.9 **Phase 1 Pathfinder sites** - Armley, Compton Centre and St George's Centre. These opened in April 2014.
- 3.10 **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.

<b>Community Hub</b>	<b>Location</b>	<b>Works/Property Saving/Impact</b>
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

- 3.11 **Phase 2 Community Hubs** – The Phase 2 programme was approved at Executive Board on 22<sup>nd</sup> 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. The remainder of the Housing Offices across the city have been considered under this report, as part of a Phase 3 programme.
- 3.12 The Phase 2 Community Hubs refurbishment and conversion works has now been completed and included 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.

- 3.13 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.
- 3.14 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.
- 3.15 The Phase 2 Community Hub works and progress to date on the 15 schemes are set out below:

<b>Phase 2 Hubs</b>	<b>Location</b>	<b>Works/Property Saving/Impact</b>
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. <b>Complete</b>
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 2 shops and 2 flats now released for additional HRA rental stream. <b>Complete</b>
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. <b>Complete</b>
Horsforth Community Hub	Horsforth Library	New Community Hub open in Horsforth Library. Horsforth Housing Office has closed for housing enquiries. The NHO was declared surplus and sold. <b>Complete</b>
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. <b>Complete</b>
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. <b>Complete</b>
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 7 year lease to enable this service to be available to the community. <b>Complete</b>
Morley Community Hub	Morley Library	New Community Hub formed in Morley Library, including creating 3 glass fronted interview rooms, new ground floor office and kitchen, new customer and staff toilets, baby change, IT suite, Jobshop and improved Library space and queue & appointment management. The Morley One Stop Service has transferred into the new Hub from Morley Town Hall and the vacant space will be reused. <b>Complete</b>
Middleton Community Hub	St George's Centre	The Community Hub has been 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. <b>Complete</b>
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 2 glass fronted interview rooms, new customer and staff toilets, 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 has been created in Bramley Community Centre and the Housing Office site has been declared surplus. <b>Complete</b>
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. <b>Complete</b>
Headingley Community Hub	Headingley Library	A new Community Hub has been formed in Headingley Library. A new One Stop Service including housing enquiries is provided from the Hub. The Hub also has a new office, 3 glass fronted interview rooms, new ground floor office and kitchenette, new customer and staff toilets, baby change, IT suite, Jobshop and improved Library space. The first floor offices and staff breakout has been improved. The Headingley Post Office has 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 has been sold, the capital receipt will support the LCC Capital Programme. <b>Complete.</b>
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. Severe damp issues found and additional maintenance works being established. <b>Complete.</b>
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. <b>Complete note:</b> further scheme to be included in Phase 3 Yr4 to refresh the existing Community Hub.
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, furniture and finishes for the new Merrion Hub has been installed and services have moved across from 2 Great George Street into Merrion House Hub – <b>Complete</b>

- 3.16 The Council's internal building contractor has carried out the works to Phase 1, 1a and Phase 2 and Phase 3 of the Hub Programme, with the exception of Bramley scheme. However, in some circumstances, due to the size of the programme, it is likely that some schemes could be tendered to private contractors.
- 3.17 **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 (28 sites). The Phase 3 programme was supported by Executive Board and funding has been provided for the Phase 3 – Year 1, Year 2 and Year 3 schemes. An update on the delivery of phase 3 schemes is included in this report.
- 3.18 This report also sets out Phase 3 – Year 4 schemes.
- 3.19 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.
- 3.20 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.
- 3.21 Condition surveys have been carried out and immediate and essential backlog maintenance works will be completed under the Phase 3 programme. This removes the need for these works to be completed separately under the planned maintenance programme. Further routine and planned maintenance works has been excluded from the programme.
- 3.22 The progress of Phase 3 Community Hub programme are set out in the table below:

Phase 3 Hubs	Location	Works/Property Saving/Impact
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 <sup>st</sup> September 2016, as part of Leisure Centre proposals. <b>Complete.</b>
Armley Community Hub	Armley Library and One Stop Centre	Improvement are needed to the current layout to improve the design and resolve confidentiality issues. This scheme includes works to form the hub and the creation of 5 glass fronted interview rooms, new office space and kitchen, internal redecoration, new customer and staff toilets, baby change, IT suite, remove LCCU space and reconfigure entrance, Jobshop, new queue & appointment management and improved Library space. Improvements to back offices, furniture, backlog maintenance and meeting room suite. <b>Complete April 2020</b>
Gildersome Library (in Community Centre)	N/A	Closure of the Library was agreed by Executive Board.
Gipton Housing Office (Coldcotes)	N/A	This Housing office has now been closed and Housing enquiries have moved to the Community Hub network. Housing staff have relocated into the Compton Community Hub September 2019. This site will be converted back to Council Housing.
Halton Community Hub	Halton Library	It was anticipated that a Community Hub would be formed on Halton Library site by increase size of existing building by adding staff facilities, lift and meeting space. However, further work with our NHS partners offered an improved option of a joint building with GP and clinical services within the Halton Medical Centre. Discussions have been lengthy and have delayed the delivery of this Hub scheme. Unfortunately, Health partners have recently withdrawn from the scheme. Therefore, we are currently pursuing our original option to extend the Library and proceeding to purchase privately owned car park land to the rear of the Library to enable an extension to be built. Anticipated Completion March 2021
Harehills Community Hub	Compton Centre	Works to improve customer flow, refresh Library, new cafe and improve layout. <b>Complete</b>
Hawksworth Community Hub	Hawksworth Wood Community Shop	Create a new Community Hub on the Hawksworth estate. – <b>Complete</b>
Hunslet Community Hub	Hunslet Library	Proposal is for Community Hub to be formed on Hunslet Library site. <b>Complete</b>

Kirkstall Neighbourhood Housing Office	N/A	Housing enquiries have been moved to Headingley Community Hub and Hawksworth Community Hub. Housing Office retained for local office base only.
Whinmoor Library	N/A	Library closure agreed by Executive Board. Mobile Library bus and Mobile Community Hub will take over service delivery in this area.
Crossgates Community Hub	Crossgates Library	It was anticipated that this project would be completed under the One Public Estate programme, however, this scheme has been moved back into the Community Hub programme due to the NHS making a decision not to move significant services into this location. However, it is proposed to move a local GP into the Hub to co-locate services. Heads of Terms and Agreement for Lease are currently being drafted. The creation of the Community Hub in this location will provide additional services and the Leeds Credit Union will be moving into the Hub from South Seacroft One Stop Centre. The existing Children's Service office will be moved to new office space in the area to allow the GP to move into the Hub. <b>Design and Pre contract stage, Start on Site June 2020</b>
Beeston Community Hub	Beeston Library	Create Community Hub in the existing Library. <b>Tender stage - On site April 2020.</b>
Farsley Community Hub	Farsley Library	Create Community Hub in the existing Library. <b>On site – completion June 2020</b>
Wetherby Community Hub	Wetherby Library or Wetherby Area Office	It was agreed by Executive Board March 2019 that the One Stop Services will move out of the Area Office into the Library to form the Community Hub. Since the approval, further discussions have been held with Deputy Leader and local Ward Members regarding an alternative location for the Hub in the Area Office Building with additional funding from Members. This would enable the sale the Library building and it is proposed that the capital receipt be used to support the creation of the Hub in the Area Office. <b>Pre Contract Stage – On site October 2020</b>
Burmantofts Housing Office	Temporary Mini Local Community Hub	Create temporary Mini 'Local' Community Hub and refurbished office base for Housing staff, until the larger new building is constructed in partnership with the NHS. This will also support the Priority Neighbourhoods agenda in Burmantofts and Lincoln Green. Project joint funded with Housing - <b>Complete.</b>
Scholes Library	N/A	This will close once the Crossgates Community Hub is complete and building declared surplus.

Osmondthorpe One Stop Centre	N/A	The One stop service will move out to the Halton Community Hub and the existing space within the building will be declared surplus.
South Seacroft One Stop Centre	N/A	It is proposed that this will close once the new Hub is completed at Crossgates. The space will be declared surplus.

3.23 The following Community Hubs are included in the Phase 3 year 3 2020/21 programme:

Phase 3 Year 3 Hubs	Location	Works/Property Saving/Impact
Calverley Community Hub	Calverley Library	Create a Community Hub in the existing Library
Holt Park Community Hub	Holt Park Library	Create a Community Hub in the existing Library
Chapel Allerton Community Hub	Chapel Allerton Library	Create a Community Hub in the existing Library.
Central Library	Central Library	First floor Library office refurbishment – light touch

3.24 The Council's Asset Management Team have provided property valuations on the programme and are responsible for considering and making recommendations on surplus properties and spaces to the Director of City Development who has the necessary authority under the council's Officer Delegation Scheme to approve and implement those recommendations.

3.25 The following table outlines the remaining assets which will be considered to develop the Community Hub schemes for years 4 of Phase 3. Work will be ongoing to develop detailed proposals for year 4 schemes with approval subject to the agreement of annual business cases to Executive Board in 2021/22.

Year 4 Site Considerations 2021/22
Boston Spa Library
Holbeck Community Hub
Burmantofts/ Lincoln Green Community Hub/Joint Service Centre – this scheme is being delivered in partnership with the NHS.
Ardley & Tingley Library
Oakwood Library
Garforth Community Hub
Central Library
Any other location, where a Hub may be required by the Council

3.26 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 (Communities and Environment) in consultation with the Executive Member (Communities).

## **4. Corporate considerations**

### **4.1 Consultation and engagement**

4.1.1 The Citizens and Communities Scrutiny Board undertook an inquiry into the development of Community Hubs in 2016. 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.

4.1.2 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.

4.1.3 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 and computer spaces.

4.1.4 Schemes have met with generally wide-spread support from the communities and local ward Members.

4.1.5 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 and improve Library services. 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.

4.1.6 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 on-line.

### **4.2 Equality and diversity / cohesion and integration**

4.2.1 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 focussed 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.

- 4.2.2 With regard to the development of the Phase 3 community hubs, reasonable inclusions and diversity requirements have been built into the presented costs.
- 4.2.3 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 was attached to the February 2018 Executive Board report. 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.
- 4.2.4 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 & poverty, social exclusion, reading and lifelong learning, tailoring services to local communities.

### **4.3 Council policies and the Best Council Plan**

- 4.3.1 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 2019/20.
- 4.3.2 The activities set out in this report contribute to the delivery of the 2019/20 Best Council Plan outcomes for everyone to 'earn enough to support themselves and their families' and the Best Council Plan 2019/20 priorities on 'Safe and strong communities', 'Child-friendly city' and 'Inclusive growth'.
- 4.3.3 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.
- 4.3.4 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. A Mini Community Hub has been delivered this year in the Burmantofts Housing Office in advance of the larger NHS scheme. Other sites are currently being considered for Holbeck, which will form part of next year's programme.
- 4.3.5 Climate Emergency

At Council on 27 March 2019, the Council passed a motion declaring a "Climate Emergency" which commits the Council working to make Leeds carbon neutral by 2030 and at April's Executive Board it was agreed that all future Executive board reports will include a section to consider the impact of the decision on the Climate Emergency.

This section of the Executive Board Report looks at the impact of the decision on carbon emissions as well as biodiversity and looks at the following key areas –

- Transport of goods, staff or in the provision of services
- Energy use in buildings
- Addition or removal of vegetation

- Management of waste
- Materials used
- Promotional/ educational opportunities i.e. if you are running an event, how can you use the event to promote action to support the climate emergency?

## **Construction**

With regard to the construction of Community Hubs the works are carried out by Leeds Building Services (LBS) and the impact on carbon emissions are as follows -

### Transport

LBS currently use 24 Electric vehicles within their fleet for all trades and have procured an additional 69 vans which will be arriving in October 2019 to add to this fleet. These vans are used for all the building trades which carry out refurbishment works. Any remaining vehicles that require heavy transportation and removal works will be Euro 6 compliant utilising AD-Blue technology

LBS also manage the use of contractor vehicles particularly in and around city centre locations and ensure vehicles are shared to reduce duplication of travel and reduce carbon emissions.

### Energy

LCC has a dedicated Energy unit who monitor the energy usage for all Corporate property management buildings that have Building Management Systems (BMS) Installed. When the works to create the Community Hubs is carried out the Building Management Systems will be upgraded where required and incorporate energy efficient alterations to the existing heating and ventilation systems where possible to improve the efficiency of the building overall and reduce energy consumption.

All new lighting installed during the works to create the Community Hubs are LED type which reduce energy use considerably compared to old Tungsten and Fluorescent type lighting. Energy use is further reduced with the use of intelligent lighting control systems which detect presence and absence of building users when required and switch off automatically when not in use. The LED lighting systems are also dimmable and adjusted to natural daylight levels within the building to reduce power output.

All of these energy policies have a direct impact on reducing carbon emissions

### Waste Management

All waste from the development and construction of Community Hubs is segregated by LBS to maximise recycling and reduce landfill requirements. There are currently two contracts in place with Biffa and AWM who manage waste disposal of behalf of LCC. General waste is incinerated where possible and all recyclable materials including metals are segregated to be taken to specialised processing depots.

### Materials Used

The timber used for construction by LBS is from Forest Stewardship Council (FSC) approved suppliers. The FSC logo on a wood or wood based product is an

assurance that it is made with, or contains, wood that comes from FSC certified forests or from post-consumer waste.

LBS use Gyproc plasterboard for all internal plasterwork and stud walls. Gyproc have their own Sustainability and Responsible Sourcing Policy and British Gypsum's Gyproc plasterboard products average recycled content for 2012 was 90.03%, calculated in accordance with ISO 14021.

Whilst carrying out refurbishment and reinstatement works, Corporate Property Management will instruct LBS to improve all insulation levels to current Building Regulation Standards where possible. This includes Roofs, External Walls, Internal Wall and Floors. The increase in insulation reduces energy usage throughout as buildings require less power and energy to heat and cool with the increase in U value to the various building

### Service Delivery

In addition to the impact of the construction of Community Hubs there is also the need to consider what impact the developing network of Community Hubs and the changing nature of our face to face work has upon carbon emissions.

Evidence from the existing Community Hubs identifies that local people prefer to access services locally. The positioning of Community Hubs, close to local shopping zones, means that people are able to walk to their Community Hub, visit whilst shopping or as part of other local activities, or need to take a shorter bus ride.

Cycling racks/storage is included as part of the designs and Community Hubs include a Bike Library where local people can borrow bikes and encourage bike riding as opposed to car journeys.

Staff working in Community Hubs are in most cases from the local area meaning that colleagues can walk to work or face shorter bus/car rides.

Community Hubs provide a great number of organised activities e.g. zumba, yoga, boxercise, etc. encouraging people to lead fit and healthy lifestyles which, whilst anecdotal, is leading to more walking and cycling and less reliance upon bus or cars, certainly for short journeys.

Community Hubs run a great number of events – these include Film Clubs where people can see a film locally without the need to make a journey into town or further afield to a large out of town multiplex cinemas therefore reducing carbon emissions.

Other ways Community Hubs contribute to reducing carbon emissions and encourage biodiversity include –

- Where possible providing a Community Garden to encourage people to become involved in gardening, encourage biodiversity, and understand the impact on the environment
- Providing bus timetables to encourage service users to travel by public transport rather than cars.

Outdoor events, such as galas and markets, where local producers are invited to sell their products at a local level again reducing transport costs for all parties.

#### **4.4 Resources, procurement and value for money**

- 4.4.1 The Council's Strategic Investment Board (SIB) has discussed the continued delivery of the Phase 3 Community Hub programme and they recommended that the funding of £2.73m for the Phase 3, year 3 schemes be included in the Capital Programme 2020/21. This was approved by Executive Board on the 12th February 2020.

#### **4.5 Legal implications, access to information, and call-in**

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

#### **4.6 Risk management**

- 4.6.1 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.

### **5. Conclusions**

- 5.1 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.
- 5.2 In order to build upon the positive progress made so far, and to achieve our long-term aims around delivering integrated and accessible service 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.
- 5.3 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.

### **6. Recommendations**

Executive Board is requested to:

- 6.1 Note the contents of the report and specifically the progress made on delivering the Community Hubs as part of Phase 1, Phase 2, Phase 3 and the Mobile Community Hub approach.
- 6.2 Note the injection of £2.73m to deliver the Phase 3 - Year 3 (2020/21) schemes of the Community Hub programme. The Senior Community Hub Development Manager is responsible for submitting updated business cases for individual Hub schemes which will require authority to spend in line with the current capital approvals process.

6.3 Note that a further Phase 3 business case will be submitted by the Senior Community Hub Development Manager around February/March 2021 to request a further injection of funding for the remaining Phase 3 Projects.

**7. Background documents<sup>1</sup>**

7.1 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.