

Wolverhampton City Council

**OPEN EXECUTIVE
DECISION ITEM (AMBER)**

CABINET

Date **7 DECEMBER 2011**

Portfolio(s) **COUNCILOR E MATTU/ LEISURE AND COMMUNITIES**

Originating Service Group(s) **COMMUNITY**

Contact Officer(s)/
Telephone Number(s) **ROB WILLOUGHBY
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KEY DECISION: YES/NO
IN FORWARD PLAN: YES/NO

Title **COMMUNITY HUBS – A FIVE-YEAR VISION FOR WOLVERHAMPTON**

RECOMMENDATIONS

That Cabinet:-

- (1) approve the vision for Community Hubs for the next five years as set out in this report;
- (2) agree this five-year vision as the basis of consultation with stakeholders and the public;
- (3) agree to receive a further report in June 2012 setting out proposed details of a plan for achieving that vision, taking into account feedback from this consultation exercise, with a view to submitting specific costed proposals for consideration by Cabinet. These specific costed proposals will then need to be submitted to further consultation.

1. **PURPOSE**

- 1.1 The purpose of this report is to expand upon the vision for Community Hubs that was approved following the Draft Budget Strategy 2012/2013 and Medium Term Financial Strategy Report to Cabinet on 5th October 2011.
- 1.2 In order to take forward the vision of Community Hubs for Wolverhampton, this report also seeks the approval of Cabinet to consult on the broad vision and subsequently on detailed proposals to be developed following the outcome of that consultation exercise and after the further consideration by Cabinet in June 2012.

2. **BACKGROUND**

- 2.1 The need for this report was indicated in the “Draft Budget Strategy 2012/2013 and Medium Term Financial Strategy” report to Cabinet 5th October 2011 which set out an outline proposal to develop Community Hubs in Wolverhampton. That report explained that:-

“in order to progress the establishment of the community hub model, it is essential that a clearly programmed strategy is devised based on an agreed vision for community hubs which recognises the need for the integration of services across the Community Directorate and indeed the City. A future report developing this vision for consultation purposes will be presented to Cabinet later this year”.

- 2.2 This report now seeks to further develop the vision in accordance with the undertaking set out in that report.
- 2.3 In January 2011 the Council commissioned PricewaterhouseCoopers LLP (PwC) to support the Accelerated Asset Review (AAR) programme, which is separated into three project workstreams (an Office workstream, an Operational Property workstream, and a Corporate Landlord workstream).
- 2.4 The Operational workstream was designed to review the Council’s key front-line service portfolios and explore the potential that exists to deliver revenue savings, capital receipts and improved customer outcomes. This is to be achieved by rationalising the Council’s property portfolio as a result of implementing service redesign plans and proposals. This report builds upon the outputs of the Operational workstream and will test and refine the required capital investment and saving assumptions.
- 2.5 Early findings from the AAR indicated that a significant level of capital investment could be required for the refurbishment of existing buildings in order to deliver this vision, and this could exceed the capital receipts from the buildings declared surplus to requirements following a review and rationalisation of current assets. However, the benefits to the Council and its customers from realising this vision could warrant the capital investment, and this could, in any case, generate longer term recurrent revenue savings. Final estimates of the net capital investment required to deliver this vision and associated recurrent revenue savings will be confirmed following the outcome of consultation in June 2012.
- 2.6 The Council is in the process of developing an Asset Transfer Strategy which aims to achieve a fair and accountable framework for asset transfers from the Council to local community groups. The Strategy will enable both the Council and the wider community to safeguard valuable services and resources, and will be applied in circumstances where the transfer of land or property to the Third Sector can be seen to address

strategic priorities at corporate and community levels. This Asset Transfer Strategy may be utilised in the development of Community Hubs.

2.7 The vision set out in this report is consistent with the City Strategy (“Prosperity for All – creating opportunities that encourage enterprise, empower people and re-invigorate our city”). In particular, by transforming community services and facilities, and by the delivery of universal advice and information services, this vision will assist the Council in its objectives of:-

- “empowering people and communities”, supporting in particular the Council’s priorities for action in respect of:-
 - providing suitable sites and facilities for “undertaking early intervention and prevention”;
 - “supporting financial inclusion” by promoting a refreshed information and signposting strategy
 - “encouraging healthier lifestyles and independence at all stages of life” by providing the facilities local communities require to enable them to do so;
 - “supporting more people to be active within their communities”; and
 - “encouraging the voluntary and community sectors”;

and

- “working together to re-invigorate the City”, supporting in particular the Council’s priorities for action in respect of:-
 - “increasing local ownership of place”; and
 - creating neighbourhoods that are desirable, well integrated, safe and well managed in order to help in “developing diverse and welcoming neighbourhoods with good quality housing”.

2.8 The vision for Community Hubs is also consistent with the 2009-12 Corporate Plan, and in particular in respect of the Council’s objectives of:-

- “making communities safer and stronger”;
- “improving the health and well being of our communities”; and
- “developing sustainable communities”.

3. COMMUNITY HUBS – PREVIOUS PROPOSALS FOR WOLVERHAMPTON

3.1 The concept of Community Hubs has been considered and discussed within the Council previously. The 2006 “Every Adults Matters” Joint Strategy with the PCT first developed the idea of a hub and spoke service model in the context of providing locally based social care and community services integrated alongside GP’s and PCT health services. From this concept, a PFI-funded and LIFT-procured programme of 6 joint schemes, to deliver 3 large Community Hubs and 3 smaller Community Spokes, was approved for development in partnership with the PCT and the private sector. Unfortunately this programme of work was not supported by the Department of Health review of PFI schemes in April 2011.

3.2 Around the same time, work was undertaken to consider the future of community services buildings in the context of changes in demography, leisure interests and information technology. Outline proposals were drafted to consider a review of current

library and community centre services and the buildings from which they operate. This work was revisited again as part of the saving proposals in 2009 and 2010.

- 3.3 An Asset Investment and Rationalisation Strategy approved by Corporate Management Team in 2008 focussed on maximising the use of our buildings, and this initiative ran alongside the other work being undertaken on service reconfiguration, in considering which would be the best buildings for the Council to retain or release.
- 3.4 As part of the need to identify further savings proposals this year and into the future, much of this earlier work has been revisited. The contingency planning for the LIFT/PFI schemes from a "LIFT/PFI Programme Update" Report to Cabinet on 8th September 2010, together with the "Community Centres - Redirection of Service" Report to Cabinet on 17th October 2008, the "Establishment of Community Hubs" Report to Cabinet on 8th December 2010, as well as initial proposals from the Accelerated Asset Review compiled by PWC in 2011, have provided a clear opportunity to build upon previous plans to redesign and transform services and to integrate their delivery from shared buildings.
- 3.5 The vision set out in section 4 of this report (below) has been refreshed to reflect the current financial position of the Council, its new structure and the new City Strategy. Previous engagement with stakeholders, including members and Wolverhampton residents confirmed that there is a desire for services to be more readily accessible locally, for these to be integrated at the point of access, and for a range of universal services to be available from a wide spectrum of service providers. This report sets out the first step in the journey to deliver that vision over the next 2-5 years.

4. THE VISION FOR COMMUNITY HUBS

- 4.1 The vision for Community Hubs is to enable the Council to deliver high quality customer-facing services for the citizens of Wolverhampton and for the local communities they serve.
- 4.2 For the next five years, two main strands will need to be delivered together in order to achieve the outcomes. The aim is to deliver up to 12 smaller Community Hubs and 3 larger Community Service Hubs by the end of the five year period. This will result in the development of fit-for-purpose buildings which will realise efficiency savings through asset rationalisation and service re-design.
- 4.3 The development of smaller Community Hubs will be based on existing locality-based community buildings, and will pull together and rationalise asset use, focusing on the re-designation of community centres, libraries and youth centres as Community Hubs. It is envisaged that about 8 Community Hubs will be developed in the first two years.
- 4.4 The development of three larger Community Service Hubs (one for each constituency) will depend on the outcome of decisions that will be made in due course on the best use of Council or partner buildings. The Community Service Hubs will be multi-agency, multi-service hubs, providing for library, community centre and youth service provision opportunities as for the smaller Community Hubs, but will also provide space for the development and delivery of re-configured social care and family support services, with personalisation, re-ablement and health and well-being at the core of those services.
- 4.5 A key feature of the new Hubs will be an enhanced focus on information and signposting, as well as a commitment to better use of technology. An improved on-line presence and use of digital media will help to provide a modern and accessible approach to local services making them available 24 hours a day, 7 days a week. Enhanced citizen

involvement and consultation on the associated building rationalisation programme will help to deliver efficiency savings from the service transformation.

- 4.6 Community Hubs will deliver a range of cashable and non-cashable benefits to the Council and the citizens of Wolverhampton over the next 2-5 years. Specific benefits include:-
- (a) **sustainable local services** created through supporting community involvement and self-help, preventative and re-ablement services;
 - (b) facilities that support **personalisation**, through access to universal services of high quality, personally tailored;
 - (c) opportunities to develop **community empowerment** initiatives and to develop new markets;
 - (d) **efficiency savings** through asset rationalisation, management review, service re-configuration, de-commissioning and new ways of working;
 - (e) improved **integration/partnership working** within the Council (e.g. the Education & Enterprise and Delivery directorates) as well as with Health, Police, Voluntary and Community sectors at a number of levels;
 - (f) increased **customer satisfaction** by eliminating unnecessary travel and appointments, reducing transactions through integrated triage, advice and real time referral;
 - (g) reduced service delivery costs, in terms of duplication of buildings, staff and running costs and improved **value for money**.

5. **SERVICE TRANSFORMATION**

5.1 **Library Service**

- 5.1.1 A community library will offer a modern and accessible approach to services that give citizens the opportunity to use library facilities in a way and at a time that best suits them. Innovative technologies such as automated book issue/return and digital media will be used to provide e-books, audio downloads and access to a city-wide information portal that will facilitate need-related signposting for citizens.
- 5.1.2 They will have longer opening hours, provide access to quality information, in a range of formats, and provide learning opportunities targeted to the needs of the community in question. The service will develop as a local gateway to learning, knowledge and information 24/7.
- 5.1.3 In addition, they will help promote the independence, health, leisure opportunities, quality of life and social inclusion of service users by providing them with information and space for statutory, voluntary and community groups to promote the services and activities they offer.
- 5.1.4 Over the next five months, stakeholders will be consulted on what library services they want and what library services they will use, and how best they can access them as part of the development of Community Hubs.

5.2 **Community Centres**

- 5.2.1 Traditional community centre delivery will be transformed to provide the right physical environment to facilitate multi-agency working for the benefit of local people. Facilities which become embedded within communities and develop strong networks within their locality will deliver a wide range of activities and services within one community setting. In doing so, a community focal point will be created, providing a point of contact and information portal, delivering a number of key functions deemed as essential for communities to continue to develop and flourish (e.g. bereavement services, housing issues, leisure passes, library schemes, tax information, public transport passes).
- 5.2.2 Community-led organisations (e.g. community associations, self-help groups) have an important role to play in improving the quality of life in neighbourhoods. Community buildings tend to be the traditional focal points for social, recreational, educational and cultural activities that are deemed essential to develop stronger communities. To this end, it is critical that there is community ownership of each of the Hub buildings, but it is acknowledged that this role will vary from hub to hub.
- 5.2.3 Community Associations will remain active, but it is anticipated that they may take on varying levels of responsibilities according to their capacity and infrastructure. In this regard, the more responsibility that is taken on by Community Associations should mean that a proportionate level of freedom is given to such organisations to operate facilities (a specific example might include the opt-out from some of existing Council procurement arrangements). However, it is anticipated that Hubs may also be supported by multi-functional teams, delivering a wide range of activities and services that cannot currently be delivered by existing voluntary structures, and the balance of these arrangements will vary across the City.
- 5.2.4 An example here is that there is a current customer perception that the booking procedure and associated opportunities are inadequate at present as many community centres have restricted times during the working week in which users can complete booking transactions. With support from other agencies, there is the potential for this service to be improved so that bookings can be taken whenever the Hub is operational.
- 5.2.5 In physical terms, high quality flexible spaces will be created to accommodate community-led programmes (to be determined by local need and by the capacity of the building). Consequently, activity programmes will vary across the City, but it can be expected that traditional community centre provision will not only be safeguarded and built upon, but will also include a variety of health-related provision at the heart of each programme.

5.3 **Youth Service**

- 5.3.1 The Youth Service review will need to take into account the move to develop Community Hubs. At present the service operates from a range of quality points including 15 youth centres managed by the service, community centres, as well as schools and street based work.
- 5.3.2 The development of Community Hubs across the City would create the opportunity for youth provision to come together with other local services. This may create greater opportunity to make better use of youth club facilities which are frequently poorly used during the day, and it is important that youth provision is part of the planning for each Community Hub whether it is provided by the Council or a voluntary/community sector organisation. However, approaches also need to take into consideration the tensions

that can arise when activities for younger people and the wider community both take place in the same building.

- 5.3.3 Transport links will also be taken into account, given the vulnerability that many young people feel when trying to access youth provision particularly in the evening, and with a view to maximising accessibility.
- 5.3.4 Part of this process will include a review of the buildings currently managed by the Youth Service against an emerging Community hub model and the development of re-provision by the voluntary and community sectors. Proposals in respect of the Youth Service are the subject of a separate report to this Cabinet.

5.4 **Social Care Provision**

- 5.4.1 The Council's vision for social care is built upon a preventative model of care which targets resources by shifting investment towards general prevention, preventative intervention, re-ablement and rehabilitation.
- 5.4.2 This model of care sees the citizen as a partner rather than a consumer of services by focussing on the underlying causes of ill health and supporting individuals to make the right lifestyle choices to deliver improved personal outcomes. This new model of care reflects an improved and more cost effective way of delivering sustainable high quality services based on personalised care and individual budgets.
- 5.4.3 In Community Service Hubs, and to a lesser degree in the smaller Community Hubs, through effective room-scheduling, services such as social work assessment and care management will be supported by a health and well being centre, information and library services and self-help and community facilities. These new hubs will provide opportunities for social care services to form part of a wider set of universal services which can be delivered from a smaller number of shared buildings across the city, to a larger proportion of the community.
- 5.4.4 The strength of the proposal is that a range of services can be accessed together by a wide range of customers in an integrated joined-up city-wide support service that has individual health and well being at its core but which recognises the impact that other social factors such as poverty, housing, and community safety have on individuals' daily lives.

5.5 **Potential for Work with Partners**

- 5.5.1 A greater emphasis on the integration of services across the council plus the drive for a mixed economy of public service providers (public, private, social enterprises and third sector agencies), presents an opportunity to realise a whole area approach to the delivery of public services.
- 5.5.2 Within the large Community Service Hubs (and to a lesser degree by effective scheduling in smaller Community Hubs), there will be opportunities for community and social enterprises (e.g. cafés, fair trade and credit union outlets), adult education provision and space for voluntary, community and self-help groups that add value to current provision.
- 5.5.3 Hubs will also provide a local delivery point for health campaigns, complementary therapies and Information and Guidance services, and groups will be able to operate there on a regular basis.

- 5.5.4 Our Health partners will explore the possibility of sharing office space and delivering a range of integrated services. This could include counselling and “healthy minds” space as well as GP clinics being included in these buildings.
- 5.5.5 The integration of statutory and community and other public and private activities, either in one building or, where a number of buildings will form a network of services within a local area, will generate opportunities from the increased number of customers to create revenue streams that will support the sustainability of the hub. Increased participation will flow from the opportunity to access linked community, public and private sector provision in the localities.

6. COMMUNITY HUBS - EXAMPLES FROM ACROSS THE COUNTRY

- 6.1 There are many good practice examples of Community Hubs and Community Service Centres across the country. **Appendix 1** sets these out for information.
- 6.2 The first 5 examples show what can be achieved in larger Customer Service Centres. Information is included on co-located libraries from across the country including our own successful Wednesfield Library. There is also a range of good practice examples of successful smaller bespoke Community Hubs. The range of examples supports the view that a one-size-fits-all rule does not need to apply when planning to develop Community Hubs for Wolverhampton.

7. TWO PILOT COMMUNITY HUBS

- 7.1 During the consultation on this proposal it is also proposed that we pilot two smaller Community Hubs in the NE and SW of the city. The purpose of these pilots that will run for a minimum of three months would be to identify the potential benefits and difficulties of joining up services and sharing buildings working alongside and with community groups and community associations. Feedback on the success of these pilots will be presented in the further report in June 2012.

8. CONSULTATION

- 8.1 In order to progress this vision for Community Hubs, it is essential that the views of stakeholders are fully taken into account, and that those views also help to inform a detailed Equality Analysis (see section 8 below). An extensive consultation exercise will therefore be undertaken before any plans are finalised.
- 8.2 It is being proposed that a similar approach to consultation format used for the 2009 community centre review will be adopted whereby community centres will host sessions for the local community with the aim of:-
- asking residents what products, services and general provision they would like to see in their local Community Hub; and
 - seeking feedback on option appraisals for each Community Hub in respect of potential locations and impact upon existing provision.
- 8.3 Each consultation session will be preceded by cross-party briefing sessions with elected Ward Members where the detailed options appraisals will be discussed prior to being shared within the wider public arena. All findings from each consultation session will be collated and summarised within a Cabinet report and will also include a recommendation regarding the delivery of Community Hubs and the impact on existing provision. This will provide the framework to enable political decisions to be made.

- 8.4 It is therefore proposed that (in addition to the consultation that will be undertaken with staff and trade unions as set out in section 9 below), the Council should in the first place consult with stakeholders, including LNPs, library users, all Community Associations, Ward Members, the Youth Council and youth groups, social care service users and their carers, as well as other public, voluntary sector and private sector and other stakeholders, and the general public, on the vision set out in this report. This consultation will need to be carefully programmed and informed by the knowledge and experience of the local community, it is therefore expected that this will take approximately up to five months.
- 8.5 It is also proposed that the Council should then consult further with those who might be affected by specific proposals arising from more detailed plans that will be devised in due course and after due consideration of the feedback from the outcome of this initial consultation exercise.
- 8.6 It is expected that more detailed proposals and a more detailed analysis of their implications may be ready to submitted for further consultation by June 2012, subject to Cabinet's further approval.

9. EQUALITY IMPLICATIONS

- 9.1 The vision for Community Hubs set out in this report will affect a range of services which are available to all the citizens of Wolverhampton, but which are considered to offer particular benefits to vulnerable individuals who might otherwise face barriers to social inclusion. These will include older people, people with disabilities and health needs, families under stress, younger adults, BME groups and those with low incomes. Such persons will therefore include "persons who share a relevant characteristic" within the meaning of the new Public Sector Equality Duty to whom the Council owes a duty to have "due regard to the need to advance equality of opportunity". (The "relevant characteristics" are age, disability, gender reassignment, pregnancy and maternity, race (including ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation).
- 9.2 It is possible that some "persons who share a relevant characteristic" may perceive themselves to be adversely affected by this vision or by specific proposals that may be presented for further consultation after consideration of the initial consultation exercise. However, the vision set out in this report anticipates a transformation and enhancement of existing services with a view to making them more accessible to the wider population, so that citizens of Wolverhampton who do not currently take up the services available may do so in future. As the wider population also includes "persons who share a relevant characteristic", the vision may therefore be considered to present positive and beneficial implications, as implementation of the new service model may be seen as a measure that will "advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it".
- 9.3 The vision for Community Hubs will be submitted to consultation before final decisions are made on how the vision will be realised. A more detailed equality analysis taking into account any findings from the consultation exercise will be presented to Cabinet to help inform any final decisions the Council will wish to make in the light of findings from that consultation exercise.

10. HUMAN RESOURCES IMPLICATIONS

- 10.1 It is likely that the implementation of this vision for Community Hubs will result in a reduction in current staffing levels over the next 2 to 5 years. It is also likely that the implementation will require new roles and responsibilities for staff in order to deliver the transformed and more efficient joined-up services.
- 10.2 Formal consultation with affected staff and trade unions will therefore begin as soon as details have been finalised, and will be undertaken in accordance with established Council guidance and with the support of Human Resources, with a view to ensuring that any need for compulsory redundancies will be avoided as far as possible.
- 10.3 Significant investment in ICT will enable services to adopt adaptive working practices, including home and mobile working, in order to support the service transformation. Capital investment in improved accommodation and facilities has the potential to deliver a range of benefits, including a reduction in sickness absence, improvements in productivity and improved staff retention rates.

11. LEGAL IMPLICATIONS

- 11.1 Any legal implications for this vision will be scoped in detail prior to the intended presentation to Cabinet in June 2012 of the more detailed proposals to be submitted to consultation.

[FD/23112011/X]

12. FINANCIAL IMPLICATIONS

- 12.1 The “Draft Budget Strategy 2012/2013 and Medium Term Financial Strategy” includes savings of £0.250M in 2012/13 and a further £0.850M in 2013/14 for the review and re-provision of the Library Service, Community centres and the development of community hubs
- 12.2 It is not possible to fully quantify the financial implications associated with the implementation of these proposals at this stage; this will only be possible once the plans have been developed. The financial implications will be scoped in detail prior to the presentation of the report to Cabinet in June 2012. This report will set out specific costed proposals for consideration by Members, taking into account feedback from this consultation exercise.
- 12.3 The Accelerated Asset Review has indicated that a significant level of capital investment may be required for the refurbishment of existing buildings in order to deliver this vision and that this may exceed the capital receipts from the buildings declared surplus to requirements. Estimates of the capital investment required to deliver this vision and of the capital receipts will be confirmed following the outcome of consultation.

[CS/24112011/G]

13. ENVIRONMENTAL IMPLICATIONS

- 13.1 There are some environmental implications arising from this report, in that it is reasonable to expect that a more efficient use of and rationalisation of current properties will result in more efficient energy usage. Similarly, the promotion of modern technology to access current library services may reasonably be expected to reduce dependency on transportation to buildings.

14. SCHEDULE OF BACKGROUND PAPERS

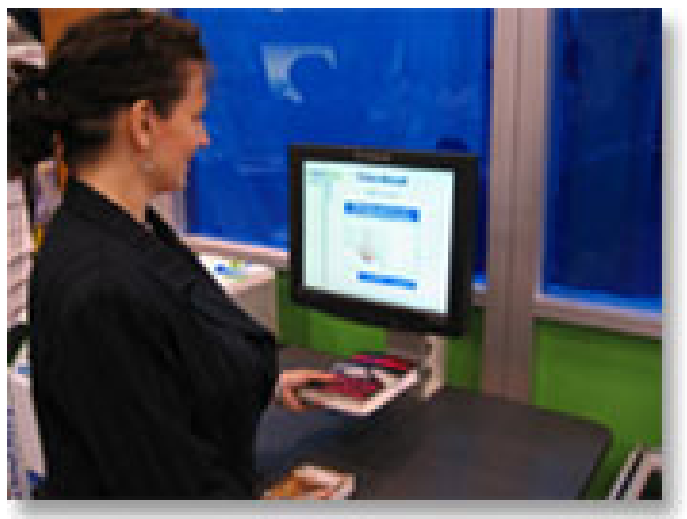
- “Wolverhampton City Strategy 2011-2026: Prosperity for all – creating opportunities that encourage enterprise, empower people and re-invigorate our city” - Report to Cabinet 7th September 2011
- “Focus on the Future” - Wolverhampton City Council Corporate Plan 2009-2012
- “Draft Budget Strategy 2012/2013 and Medium Term Financial Strategy” - Report to Cabinet 5th October 2011 (Appendix G.8 page 125 “Development of Community Hubs”)
- “Accelerated Asset Review - Full Business Case for Office Rationalisation Workstream” - Report to Cabinet Resources Panel 8th November 2011
- “Establishment of Community Hubs” - Report to Adults & Community Scrutiny Panel 5th April 2011
- “Establishment of Community Hubs” - Report to Cabinet 8th December 2010
- “Every Adult Matters – A strategy to promote independence, well-being and choice – Delivering Today, Prepared for Tomorrow” – Joint Strategy between Wolverhampton City Council and Wolverhampton Primary Care Trust April 2006
- “LIFT/PFI Programme Update” - Report to Cabinet 8th September 2010
- “Community Centres - Redirection of Service” - Report to Cabinet 17th October 2008;
- “Establishment of Community Hubs” - Report to Cabinet 8th December 2010
- “Transformation of In-House Services (Older People)” - Report to Cabinet 7th December 2011
- “Targeted Youth Support Strategy” - Report to Cabinet 20th July 2011
- “Proposed Restructure and Re-provision of the Youth Service (Savings Programme)” - Report to Cabinet 7th December 2011



COMMUNITY HUBS




**INFORMATION
PACK**




DUDLEY

Ladies Walk Centre, Sedgley

<p>LA Services</p>	<ul style="list-style-type: none"> • Public library • Social work adult care assessment team • Home care services • The Sedgley & Coseley Community Mental Health Team (CMHT) (Joint Health & Social Care) • The northern Community Teams for Learning Disabilities (CTLD) (3 teams – joint Health & Social Care) • Pathways to Care - a joint Health & Social Care Initiative • The Special Needs Register
<p>PCT Services</p>	<ul style="list-style-type: none"> • Out-patient facilities for the local Hospital Trust • Out-of-hours GP service • Community health services (Dental / Chiropody / Health Promotion / Speech & Hearing & various clinics) • Base office for the local District Nurses (who share many clients with Home Care - so more joint working) and the School Health workers • Two Mental Health Day Centres (1 for under 60's, one for over 60's)
<p>Strategy/Other</p>	<p style="text-align: center;"><u>Ladies Walk Centre, Health and Social Care Centre</u></p> <p>"We were delighted with the rapid progress of this important and highly imaginative scheme."</p> <p><u>The Requirement</u></p> <p>The Ladies Walk Centre has been developed to provide the local community in Sedgley with a "one stop shop" for a wide range of health and social services,</p> <div style="text-align: center;">  </div>

The Sunderland Customer Service Centre Bunny Hill

Background

LA Services	<ul style="list-style-type: none"> • A wide range of council services via informal, semi-confidential and confidential interviews and a live video link to other parts of the Customer Service Network • Basic skills and other non-vocational courses through the Adult and Community • Learning 'Skills for Life' Centre working in conjunction with other learning providers • A Community Library, incorporating an Electronic Village Hall and Children's Library • A programme of activities and training for parents and under fives via the Centre's
PCT Services	<ul style="list-style-type: none"> • GP's • Physiotherapy • Dental Services • Walk in centre • Community rehabilitation
Other Services	<ul style="list-style-type: none"> • Sure Start service and Children's Centre, • External play areas for children and babies • Facilities with close ties to the 24 place Neighbourhood Nursery and crèche
Strategy/Other	<p>The Council's Customer Service Strategy is key to achieving sustainable and rapid efficiency gains and achieving the performance ambitions in the corporate improvement plan. The strategy drives improvement across the council by recognising that customer service affects the whole customer journey, from initial contact to the service delivery and eventual closure of the request for service. Customer service covers face-to-face, telephone and other electronic access channels (Internet, street based kiosks) and the council sets out to deliver customer services as effectively and efficiently as possible.</p> 


WIGAN

Joint Service Centre

LA Services	<ul style="list-style-type: none">• One-stop shop• Library• Lifelong learning• Registrar• Central library• 25 metre swimming pool• Space for back-up social service teams co-located with health staff
PCT Services	<ul style="list-style-type: none">• GP surgeries• Clinic facilities• Health promotion & public health teams
Other Services	<ul style="list-style-type: none">• Children's centre• Young persons centre• Housing• Police• Victim support• CAB• Community facilities• Meeting rooms• Café
Strategy/Other	<p>Aims to link the Wigan Town Hall with new facilities, with the aim of creating an integrated whole providing a wide range of services.</p> <p>Arranged as four 'zones' to assist in exploiting possible synergies between services: Healthy Living, Information and Learning, Democratic, and Neighbourhood (the services involved in tackling crime and grime).</p> <p>This centre will be linked to a network of contact points, or 'spokes', in each of the borough's ten townships across the borough, providing local face-to-face, phone or computer access to services.</p>

DONCASTER

Vermuyden Centre, Thorne

LA Services	<p>Thorne Customer Service Centre - assistance, advice and information on all Council services including:</p> <ul style="list-style-type: none"> • Waste management • Benefit entitlement/application forms • Faulty street lighting, reporting abandoned cars, graffiti, etc. • Library (nearly three times the size of Thorne's old library) • Information technology suite within the library, with nearly 30 computers • Local Area Team that works with residents on local issues
PCT Services	<ul style="list-style-type: none"> • Two family doctor practices containing 8 GPs • Outpatient clinics • Pharmacy (open 100 hours a week)
Other Services	<ul style="list-style-type: none"> • Library meeting room can be booked for community use. • Training kitchen
Strategy/Other	<p>Developed as a 'super-surgery' where health and other community services can be provided under the same roof. Many environmental features have been added to the building to make it more energy efficient and secure bicycle racks and showers have been fitted to encourage staff to cycle to work. Local bus services now also stop at the centre to make it easier for those who rely on public transport to access the site.</p> 

BOLTON

Castle Hill Centre


LA Services	<ul style="list-style-type: none">• Dual-use of sports facilities (inc gym and boxing facilities)• All weather and grass football pitches• Community library (shared with school)• Borough youth service headquarters• Base for education peripatetic personnel• Training centre for in-service teacher and governor training, social services and the Council's corporate training programme
PCT Services	Future proposal for PCT to move into the facility
Other Services	<ul style="list-style-type: none">• Youth club• Nursery and child minder training facility• Catering facilities• Community rooms• National College for School Leadership/City Challenge
Strategy/Other	<p>This building replaced a dilapidated primary school. The general public facilities are open for long hours including evenings and weekends.</p> <p>Won a Public Private Finance award for Best Education Project under £20 million in 2003.</p>

Co-Located Libraries

These are just a few examples of co-located facilities, one in the City and others across the country. Some Local Authorities are in the process of developing a similar type of Community Hub.


Wolverhampton

Wednesfield Library


LA Services	<ul style="list-style-type: none"> • Purpose-built facility housing a library. • Community centre (Big Lottery funded). Book issues at the new library rose over 30% in 2010/11 from the previous year and visits to the library rose over 63% in the same period.
Other Services	LNP was originally a partner and rented out accommodation.
Strategy/Other	To invigorate libraries as centres of wider community learning and development and learning based activities create, improve and develop library spaces that meet the needs of the whole community are innovative and promote good practice in the ways libraries are designed and run.
	

Other Areas

Craven Arms Library

LA Services	<ul style="list-style-type: none"> • Part of the Shropshire Hills Discovery Centre which includes a café and shop. • Family fun days linked to the library. • Customer Service Point on site which provides information on Shropshire • Council services together with a wide range of community information – these customer service points are based in all Shropshire Libraries.
Other Services	<ul style="list-style-type: none"> • Secret Hills exhibition which offers a panoramic simulated balloon ride over the hills. • Educational and other group visits to the site.
Strategy/Other	Craven Arms Library is part of the Shropshire Hills Discovery Centre and offers access to the cafe and the shop based within this innovative building the aim is for the community to use the facility in a number of ways
	

Blakenhall Village Centre (Walsall)

LA Services	Purpose built 'village' facility incorporating a number of services on site including: <ul style="list-style-type: none"> • Library • Youth Offending Team
Other Services	<ul style="list-style-type: none"> • Pharmacy • Health centre • Housing trust • Dentist • Restaurant • Conferencing facilities • Walsall Lifelong Learning Alliance • Complementary medicine suite
Strategy/Other	To raise neighbourhood aspirations and encourage self improvement.
	

Llanrumney Library and Learning Centre (Cardiff)

LA Services	Brings together the work of the local Council and other agencies under one roof: <p>Council services include:</p> <ul style="list-style-type: none"> • Housing • Benefits • Household waste and recycling • Street lighting • Council tax • Internet access and online services <p>Recycling facilities are on site.</p>
Other Services	Visits take place from external organisations to provide specialist help and advice. There is a bar/server area provided to four community rooms.
Strategy/Other	Part of citywide modernisation of Library Services
	

Our Place Community Hub Croydon

LA Services	At present the Local authority do not provide direct support/services from our Community Hub
Other Services	<ul style="list-style-type: none"> • Counseling service • Carers support services to be based at our hub • We aim to offer parenting and family support • Family trips • Coffee mornings • Adult Education • Social clubs • Youth sessions • Mentoring support
Strategy/Other	Our Place Community Hub is a new community facility aimed at supporting the identified needs of local children, young people, families and adults alike in our local area. We are 100% dependent on donations/funding and we are led by volunteers. We will support the local community by undertaking consultation on the 'needs' of local people and use available funding/resources to deliver activities and services required.
	

Tir y Gafel - The Hub

<p>The Community Hub Mandate:</p>	<p>The Community Hubs main raison d'être will be a centre for the research, education and promotion of low-impact living.</p> <p>This will be achieved through the:</p> <ul style="list-style-type: none"> • Provision of hands-on courses • Tours, presentations • Visitor and volunteer opportunities • A range of outreach work
<p>Other Services</p>	<p>The Community Hub building lies at the centre of the Tir y Gafel eco village and will become a launch-pad for the research:</p> <ul style="list-style-type: none"> • Education and promotion of low-impact living possibilities. • This will be achieved through the provision of hands-on courses, tours, presentations • Visitor and volunteer opportunities along with a range of outreach work
<p>Strategy/Other</p>	<p>In addition, it will act as both an organisational and practical centre for the Tir y Gafel smallholdings, providing a meeting space as well as facilities for processing their land-based produce and exchanging goods. The hub will also provide a focal point for facilities and services provided for the local community such as a hall, seasonal shop (part-time) and seasonal café (part-time). The hub will assist land based livelihoods in the local area by providing an opportunity for producers, local to the site, to sell their goods.</p>
	