

[These minutes are subject to confirmation at the next meeting of the Sub Committee
Scheduled to be held on 25 October 2016]

Culture and Leisure Sub-Committee

27 September 2016

Present: Councillor J Cassidy (In the Chair)
Councillors G Bell, L Bell, N Craven, D Drummond,
N J Huscroft and A Newman.

CL14/09/16 Apologies

Apologies were received on behalf of Councillors S Day, K Lee, P McIntyre, D McMeekan and E N Darke, Cabinet Member responsible for Leisure, Culture and Tourism.

CL15/09/16 Substitute Members

Pursuant to the Council's Constitution the appointment of the following substitute member was reported:

Councillor E Hodson for Councillor P McIntyre.

CL16/09/16 Declarations of Interest

There were no declarations of interest reported.

CL17/09/16 Minutes

Resolved that the minutes of the previous meeting held on 26 July 2016 be confirmed and signed by the Chair.

CL18/09/16 Community Hubs

The Sub-committee received a joint report and associated presentation from the Head of Commissioning & Investment, and Senior Manager, Business Redesign, who provided an overview and update on the approach to developing a "Community Hubs" Strategy and how existing community-based facilities could be re-shaped to better support the Creating a Brighter Future priorities and the move towards the Target Operating Model.

The Target Operating Model (TOM) describes delivering face-to-face services to customers via "Community Hubs". Community Hubs were a key element of the Council's approach to increasing levels of citizen interaction that were delivered through self-service and self-management, developing a locality-based service offer, and providing universal services through core facilities.

A cross-service project group had been set up to define more widely what the customer offer and experience would be in the Hubs.

Details of the work to date and planned next steps were appended to the report.

The sub-committee was invited to provide feedback on progress so far, and consider whether it wished to pursue an examination of the developing model.

The sub-committee acknowledged the continuing work on key enablers with regard to using Community Hubs to facilitate better services for residents. However, a concern was raised about the potential use of machines to communicate rather than by personal/human contact and conversations with people. It was explained that the idea was to try and maximise time and effort by having the right type of conversations from a customer experience perspective and where there was a real need resources would be targeted, there also needed to be a balance on the way services were delivered based on the resources available.

In response to a Member's query about the introduction of self-service and the use of online facilities in which the phrase 'helping people to help themselves' was a term being encouraged, asked for assurances that people who could not or did not want to use technology as a means of communicating with the Authority that this service would be catered for. It was explained that the Authority must always have conversations with people and that technology was not the only approach, there needed to be a balance on the ways in which people could contact the Authority and that all aspects of communication would be considered as part of the locality-based service offer.

The sub-committee was of the view that community consideration was essential and that word of mouth through groups such as 'Friends Of' was a good way of encouraging communication and support. It was noted that this approach was being considered as a part of the compact service offer, but that more information was required about the impact and what the Authority, partners and third-party's wanted to achieve.

It was highlighted that the Authority was not approaching the use of Community Hubs from a building perspective or directly about saving money, but from a customer experience perspective.

Following discussion, the sub-committee agreed it would be useful to pursue an examination of the developing model of the Community Hubs Strategy on how facilities can be re-shaped to better support the Creating a Brighter Future priorities and the move towards the Target Operating Model.

The Chair explained that the sub-committee had already committed to carrying out an examination on the introduction of a Cultural Development Plan as part of its 2016-17 work programme, and suggested that this study should be completed before starting an examination of the Community Hubs developing model, as was the usual practice. In the meantime, the relevant officers were asked to prepare a scoping document on Community Hubs for consideration at a future meeting of the sub-committee.

It was **agreed** that (1) progress on the Community Hubs Strategy be noted; (2) the sub-committee pursue an examination of the Community Hubs developing model as part of its work programme, at the conclusion of its study on the introduction of a Cultural Development Plan due to be completed in 2017.

CL19/09/16 Draft Library Strategy 2016-21

The Sub-Committee received an update report on the revised timetable for consultation on the *Draft Library Strategy 2016-21* and the revised date for presentation to Cabinet for final approval.

The Draft Strategy followed on from the review of library provision, undertaken by the Sub Committee, with subsequent recommendations agreed by Cabinet on 13 April 2015. The priorities outlined in the *Draft Library Strategy 2016-21* were considered by the Culture and Leisure Sub Committee on 27 October 2015.

An initial outline of the process for consultation was provided at the Culture and Leisure Sub Committee on 28 June 2016 followed by endorsement at Cabinet on 11 July 2016.

The initial timetable indicated that consultation would take place throughout August and a final report would be presented to Cabinet on 10 October 2016. The process for agreeing the consultation method, along with the practicalities of implementation, had meant that this timescale was not realistically achievable.

In consultation with the Cabinet Member for Leisure, Culture and Tourism it was therefore agreed to defer the Cabinet report to the meeting of 14 November 2016, with the consultation period concluding on 30 September 2016.

It was **agreed** to note the information indicated in the report.