

<b>16 October 2012</b>		<b>ITEM 5</b>
<b>Health &amp; Well-Being Overview &amp; Scrutiny Committee</b>		
<b>Community Hub</b>		
<b>Report of:</b> Carmel Littleton, Head of Learning & Universal Outcomes		
<b>Wards and communities affected:</b> South Ockendon Wards initially	<b>Key Decision:</b> Non Key	
<b>Accountable Head of Service:</b> Carmel Littleton		
<b>Accountable Director:</b> Jo Olsson, Director of People Services		
<b>This report is</b> Public		
<p><b>Purpose of Report:</b>            To engage members in the co-production of the South Ockendon community hub pathfinder.            To brief members on outcomes being sought, the emerging design features, the programme of implementation and the decision making timetable.</p>		

**EXECUTIVE SUMMARY**

**Context:**

The South Ockendon community hub project is a pathfinder for a wider programme of community hub development across the Borough. The total number of hubs is yet to be determined, there may be 4 or 5 hubs in total. Learning from the pathfinder will inform the roll-out and development of hubs elsewhere. Hubs will be designed to meet the specific needs of each community. Initially conceived as a one stop shop for council services as part of an asset rationalisation programme; the Ockendon pathfinder has used the principles of Asset Based Community Development to build a much more ambitious vision of shared leadership between community and council to realise and deploy all of a community’s resources to build resilience and readiness for a harsher economic future nationally and locally

**1. RECOMMENDATIONS:**

**1.1 To consider and shape the development of the Pathfinder Project.**

## 2. INTRODUCTION AND BACKGROUND:

### 2.1 Community Hub – what it is and why do it:

The Community hub programme is designed to transform relationships and service models between the council, statutory partners and local communities.

### 2.2 The Hub will be a local delivery vehicle, operating under a new joint venture governance model between voluntary and statutory bodies, set up for the purpose of:-

- Enabling and facilitating more resourceful and resilient communities
- Developing and mobilising local resources and solutions to achieve locally determined priorities
- Providing a focal point for:
  - Improving accessibility, tailoring and integrating of information, advice and guidance across all sectors
  - The integration of early intervention and prevention support to avoid people at risk requiring costly health and social care support
  - A transformation in the flexible working and efficiency of Council services

### 2.3 The hub programme has some critical design features

- Co-development with community leaders.
- Multi-agency governance board (Chaired by Jo Olsson) overseeing development of policy, operational model and implementation plan.
- Project director (Carmel Littleton) and multi-agency work-streams developing details of; community engagement, governance model, transformed services, property solution, branding/communications and use of new technology.
- Community engagement plan under way, led by Thurrock CVS and aligned with library conversations.
- A two-phased development approach (dictated in part by building suitability and availability). Phase 1 in adapted Belhus Library building (open Feb/March 2013), Phase 2 on site to be determined (open Autumn 2014 - dependent on wider Council asset rationalisation plans).
- Phase 1 service design is nearing completion and proposals are being tested through community engagement exercise.
- Discussions are underway with potential joint venture partners to establish new governance arrangements (who will own the hub, how it will be financially sustainable and how it will be run on a day to day basis). These will not be developed sufficiently to be included in the Full Business Case (FBC) being prepared for November Cabinet approval. The FBC will propose an interim governance model to avoid delay

## 2.4 Outline of draft Phase 1 proposals:

- Public services and local communities working side by side (under a '*stronger together*' brand) to create a new type of service delivery that puts local people in the driving seat.
- Run by a dedicated hub manager, the hub will host and provide a '*market place*' for local information, guidance and support - where people meet and come together to learn how they can best support their current and future needs.
- Local priorities and needs will be determined and refreshed by the hub manager (working under the direction of a management board) through routine use of neighbourhood profiles and engagement with local residents.
- Phase1 advisory services will include: Community led initial drop-in contact with customers, as currently provided by the Community Forum. Planned and integrated information campaigns based on local priorities. Web enabled self-service through free Wifi, PCs and bespoke community information portal. Dedicated staff providing assisted self-service for more complex issues (Housing, Benefits and vulnerable people with complex needs that cross over agency silos). Flexible bookable space and meeting rooms for advice and guidance clinics. A full range of regular weekly voluntary sector led surgeries, similar to those currently provided at the Forum. Voluntary sector clinics operating alongside intelligent scheduling of statutory service clinics such as Housing. Social Care and Health to ensure alignment and coupling to offer an integrated approach.
- Library offerings fully integrated as a core part of the hub and working alongside advisory services, for example, to support clinics with signposting to learning resources (books and web sites).
- Hot desking for mobile council staff such as housing officers and adult social care early prevention team.

## 2.5 Costs / Benefits:

- These are set out in the PID document which is attached.
- Work is on-going to refine and quantify costs and financial benefits.
- Implementation costs (phase 1) are to enable the building works for the adaptation of the current Belhus Library building, including necessary upgrade of IT and telecoms.
- Financial benefits enabled by the hub will come from areas, such as; estate rationalisation, streamlined processes delivered by integrated and flexible working, demand management through early intervention prevention, and service reconfiguration.

## 4. CONSULTATION (including Overview and Scrutiny, if applicable)

- 4.1 Community engagement plan under way, led by Thurrock CVS and aligned with library conversations

**4.2 Timeline for decision making:**

- Briefings for scrutiny committees (September/October)
- Full Business case to 14<sup>th</sup> November Cabinet

**5. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

5.1 This is a key part of the Transformation Agenda.

**6. IMPLICATIONS**

**6.1 Financial**

Implications verified by: **Sean Clark**  
 Telephone and email: **01375 652010**  
**sclark@thurrock.gov.uk**

The funding for phase 1 is being met from the existing capital programme for public buildings. The funding required for any further phases will have to be considered over the coming months and included within the budget reports to Full Council in February 2013.

There are significant revenue savings already built into the MTFs for Transformation and any savings from this programme will contribute towards that target.

**6.2 Legal**

Implications verified by: **Lee Bartlett**  
 Telephone and email: **01375 652167**  
**lbartlett@thurrock.gov.uk**

There are no legal implications arising from this report.

**6.3 Diversity and Equality**

Implications verified by: **Samson DeAlyn**  
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The community hubs will provide services shaped by local communities and take full account of the local profile of the needs of residents. It is expected that greater access will be afforded for groups who find the existing ways of delivering services difficult to access, by making information and services locally available. An Equality Impact Analysis will need to be conducted at different phases of this project to ensure as plans develop they meet the needs of 'diverse groups' of residents.

**BACKGROUND PAPERS USED IN PREPARING THIS REPORT:**

- N/A

**APPENDICES TO THIS REPORT:**

- Thurrock Com Hub Imp Programme PID draft v0.8.
- Operational vision and delivery strategy (Draft v4)

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