

Community Hubs

Culture & Leisure Sub-Committee
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Mark Longstaff
Head of Commissioning & Investment

Mark Jupp
Senior Manager: Business Redesign



North Tyneside Council

Purpose of Presentation

- Provide an overview of the developing thinking about Community Hubs and why it is important
- Update the Committee on progress to date
- Outline the next steps



Context

- Key element of the authority's Target Operating Model
- Not directly about saving money (but that should follow)
- Not approaching this from a building perspective but from a customer experience perspective
- To date, we have predominantly considered the experience in Customer First Centres but we have also looked at the options to improve the customer journey in Leisure facilities



TOM

Citizen interaction

Service delivery

Workforce

Buildings and assets

Tier 1:
80% of
customer
events

80% of customer events will be met through self-service, self-management, signposting and advice

- Customers 'self-serving' via technology or use of other agencies and groups.
- Delivery and use of the 'Universal Offer'

Workforce reduces here as we push more contact to Self Service and reduce the amount of Universal Offer services we're providing

- Community hubs created to enable access to all Universal Offer services
- Office accommodation needs reduced as agile working enabled

Tier 2:
15% of
customer
events

15% of customer events will be met through interaction and / or intervention that will be right first time

- Access to Tier 2 is a fully gatewayed process
- Locality based teams will take whole family approach

Workforce changes shape and cost is reduced here e.g. staff have more generic roles rather than solely focused on historical niche functions

Disposal of buildings that are no longer required as services are being delivered via community hubs

Tier 3:
5% of
customer
events

5% of customer events will require supported and continuous management of an episode

- Specialist provision to those who need it
- Includes:
 - Residential care
 - Safeguarding

Workforce reduces here over time as we manage demand up the tiers and intervene earlier via prevention work

Disposal / re-purposing of buildings no longer needed as demand reduces in Tier 3

Recent Work

Project Group established and series of workshops held, to consider:

- What we mean by community hubs
- What services should be available within the hubs
- How customers will access these services within the hubs
- The possibilities for use of self-serve technology in the hubs
- Where we think the hubs should be
- The role that partners can play in (and around) the hubs
- What the staffing model should look like

We're only part way through the work!



What do we mean by a 'Community Hub'?

Some definitions....

A conveniently located public place that is recognised and valued in the local community... an access point for a range of community activities, programmes, services and events

High quality, good value, integrated services will be delivered through a 'hub and spokes' system based in localities.

A single multipurpose facility that accommodates a variety of services, programmes and activities

Points of access to Council services and information, which are close to the communities they serve and reflect the local needs and expectations.



General Principles (in line with the TOM)

Before people get to a physical building, we will...

- Have as much relevant online information as possible
- Ensure we have clear definitions of thresholds and ensure the referral route to tier 2/3 services is clear

Once people enter the Community Hub, we will...

- Enable them to serve themselves (with mediated help if required)
- Leave people if they are fine

General Principles:

- Maximise partner and third party enabled delivery
- Ensure self-serve is an 'end to end' service
- Promote the independence of residents
- Reduce costs at every opportunity
- Re-shape the staff presence in our buildings
- Understand data and interactions better
- Promote confidence in our abilities to get it right first time



How can we support people before they need to come to us?

In a recent Customer Services survey, 40% of those surveyed said they visited a Customer First Centre because they received a letter...

...and 32% were chasing up a previous enquiry



How can we change our service delivery to reduce the need for face-to-face visits from our customers?

82% of UK population has internet access...

66% of UK population has a smartphone...



When people enter the Hubs...

How can we enable people to help themselves?



Current Offer



“I book my session online and register in the class when I get there”

“Whatever is quickest and easiest to use is my preferred option – but the machine has to work!”

“Kiosk is easy to use when it works”

“My kids like the self serve machine for their books”

“I could use the service on an iPad or my phone”

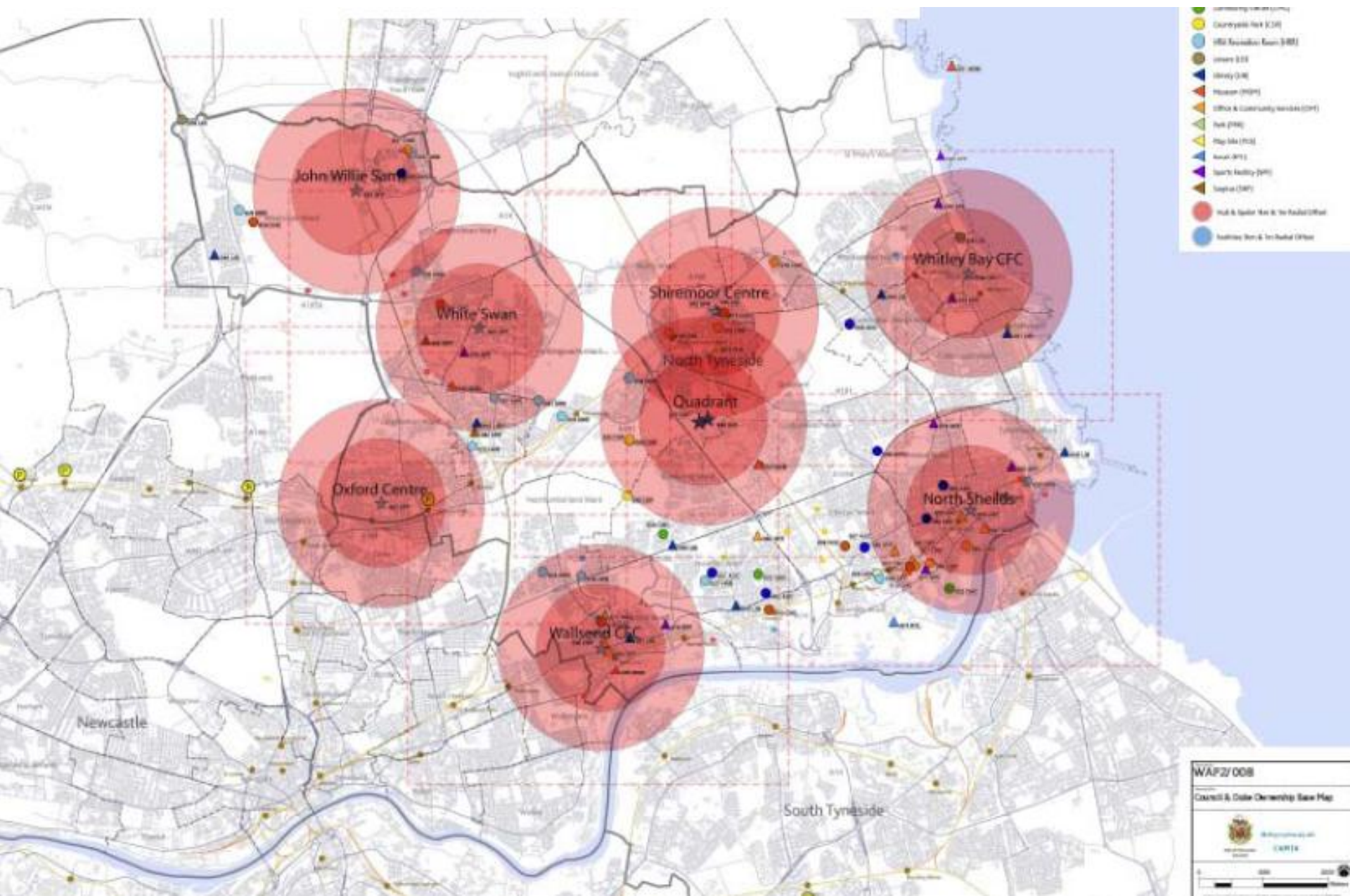


Community and Voluntary Sector

- What is the potential role for the CVS inside and outside of the physical 'hubs'?
- How do we maximise the 'locality' offer, which complements the physical presence of the 'hub'?
- How do we work in partnership to enable as much information and help to be provided before residents need to physically visit a 'hub'?
- Can we co-locate with partners in the Hubs to provide additional support?
- Further work and planning with partners to develop the approach



Understanding need & current access points



Summary

- Community Hubs are a key enabler of the Council's Target Operating Model
- Emerging principles for Hubs focused on:
 - Making as much information and support available online *before* people need to visit
 - Making as much information and support available via self service technology *when* people do need to visit (with mediated help always available)
- Exploring how we can work with partners to further develop our locality offer, which incorporates 'hubs'?



Next Steps

- Further explore and develop options for use of self service technology inside and outside of Community Hubs
- Continue to develop our evidence base of what services our customers need (including understanding how this varies in different parts of the borough)
- Further develop our strategy in partnership with the community and voluntary sector and other key partners
- Regular updates to the Culture and Leisure sub-committee as the approach develops



Thank You

Any questions?

