Hub Commissioning Model

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1.   Summary

1.1   Redesign work on the Hubs concept including through the Resilient Communities project, the Strategic Welfare Reform Group, which includes housing associations, Citizen's Advice (CAB) and the Department for Work & Pensions (DWP), and the Map of Maps project, suggest that a shared understanding of the Hubs concept is emerging. Additionally, it suggests that the model for Hubs that is developing through this work also mirrors the work the Department for Work and Pensions and Job Centre Plus will require from a Local Services Support Framework i.e. a design for citizen support primarily around the needs arising from changes to welfare benefits, in readiness for the implementation of Universal Credit. The Universal Credit is the new means tested replacement which spans a number of both out-of-work and in-work benefits.

1.2   The emerging maturity of this model indicates that opportunity now exists to look at commissioning the Hubs and micro hubs provision through alternative providers. This could include Housing Associations, the Voluntary and Community Sector, Parish and Town Councils, other public service providers and from other appropriate Shropshire Council services, including the Library Service.

1.3   Through the commissioned model Shropshire Council would retain responsibility for one fully manned main hub (Hub central) located in Shrewsbury, to ensure the Council retains sufficient provisions to meet requirements around specialist work, and coordinates the support activity around the commissioned Hubs. The central hub will possess the relevant expertise and experience needed for first point of contact. This will allow continued innovation, which encompasses previous learning and permits control over all of the innovative work awaiting trial, including building the welfare reform support structure. A formal consultation on the commissioning of services and the changes in service delivery would be recommended and necessary in the areas indicated in order to allow the possibility for a change in service.

1.4   An equality and social inclusion impact assessment has been completed and is attached at appendix C. This will be updated after the consultation exercise.

2.   What are Hubs and how do they work?

2.1   The Hub concept is a different way of supporting people to meet their needs by empowering them to a much greater extent thus helping them to find new, more convenient and independent ways of conducting business with us.

2.2   Prototype hub models have operated for some time from the Guildhall in Shrewsbury and the Library in Oswestry. The principle of these hubs is based on the concept of helping people to help themselves by using a Customer Services "meeter and greeter". This involves diverting customers to alternative service channels other than face to face such as using the dedicated phones, which are programmed to the Customer Service Centre and the most used service numbers, or the public computers, which see an increase in usage as services progressively move online. This principle of being met and subsequently encouraged to help one's self, through use of a "meeter and greeter" helps to overcome the customer's expectation of having someone provide for them at a traditional reception desk.

2.3   The analysis from our prototypes suggest that with minimal help and direction, many people are capable of resolving their problems effectively without the need to call at a Council office. Once shown or otherwise encouraged, people are more willing to deal with their needs more independently and customer footfall is reducing significantly as a result. These independent solutions may include contacting us via our telephony services which offer technically competent solutions for an increasing number of services. It may be through local community venues able to offer the appropriate support, direction and signposting. It may be through the increasing services provided by our libraries. It may be by contacting us via increasingly popular channels of social media.

2.4   Hubs have now begun to evolve from their original beginnings to the point where service from community venues independent of the Council are being used to trial delivery with an independent organisation fulfilling the role of meeter and greeter. In offering alternative methods of doing business based on prevention rather than transaction and by engaging with the owning organisations we are able to significantly reduce our own input as a result.

2.5   Through the roll-out of these hubs we therefore intend to create a different kind of access to services and in a different way by concentrating on providing a range of community venues within which needs can be identified and effectively resolved without escalation.

Recommendations

3.1   The Director of Commissioning, in consultation with the relevant portfolio holders commissions the hubs provision in the stated locations in line with the Hubs model set out in appendix A.

3.2   Responsibility for the Shrewsbury Hub is maintained by Shropshire Council.

REPORT

4. Risk Assessment and Opportunities Appraisal

4.1 Working with partners to commission coordinated services within communities has the potential to create a new model of service delivery that provides early intervention and preventative services, based on building capacity within the community and through the combined efforts of partners and stakeholders.

4.2 Commissioning client consultation space and activities through community venues and from community providers, including the voluntary sector, has the potential to create more resilient communities and support the retention of local community facilities.

4.3 Working with the Department for Work and Pensions to coordinate the Hubs model alongside the rollout of Universal Credit, offers the opportunity to provide a whole place approach to welfare support, provision of services and support for the vulnerable, those in crisis and those impacted by welfare reform.

4.4 Through implementing a commissioning based hub model for the first time there are risks to the Council's reputation and customer trust if the model fails to provide a satisfactory service to its users.

4.5 Liability for any problems that may be encountered within this new model, including data loss and data capture, would need to be established between the Council and the commissioned provider.

4.6 Perception of duplication to users, or lack of clarity about who is providing information or services, would also present a risk of damaging both reputation and trust in the Hub itself.

4.7 Whilst commissioning of services is longstanding, the area of community based "hubs" and the wider commissioning of wider "front desk" services, is new ground. Therefore the suitability of new providers and their ability to deliver is a relative unknown. Current community models retain a level of independence and neutrality that has great potential value but may be altered upon commissioning. The appetite of different providers to accept all customer need, including contentious issues that may involve challenge, is not tested.

4.8 In terms of physical space, risks are focused on whether the venue will be the right size to accommodate the Hub appropriately. The value of strategic partners must not be compromised by the commercial value of non-strategic partners.

4.9 One of these partners is Jobcentre Plus who have stated a desire to work from Shropshire Council hubs. They would bring with them their existing infrastructure and long established links, thus bringing expertise to the "into work" strand of Hub activity work that would help customers prepare for independence and paid work. There is a potential risk that if some level of control over the hub functionality is not retained there may be difficulty in accommodating such partners.

4.10 Traditional Service Level Agreements in their current format may potentially stifle the creativity that community venues could bring. Therefore, consideration around new, more open but outcome based agreements will be necessary.

4.11   There is the potential to utilise the existing infrastructures that are already in place at community venues including IT services, IT Suites, volunteers and community catalysts, those motivational individuals and organisations with the right links into the locality. The right provider, perceived as non-institutional, who has active links into the community, particularly around a broad volunteering strand, could form the ideal community catalyst for this model.

4.12   Through encouraging customers to use more convenient and cost effective alternatives to the traditional face to face way of doing business with the Council, providers can divert a percentage of customers. This should consequently allow the number of contact days to be reduced, therefore allowing further cost savings to be made.

5.   Financial Implications

5.1   Changes to outlying face to face provisions at existing rural Customer Service Points, combined with future movement to a commissioning based model for a further 5 main hubs, subject to negotiation and which would see a decrease in our direct input, would contribute to an estimated saving of around £250,000.

5.2   Working with partners could potentially reduce the costs of commissioning through the arrangement of shared client consultation space.

5.3   We have recently received Transformational Challenge Award funding provided by the Department for Communities and Local Government to support the development of community hubs. This funding is awarded to support the redesign of services in such a way that they provide better outcomes for citizens and where the projected savings are greater than the investment.

5.4   The community hub funding will support the redesign of existing face to face customer focussed services, notably our libraries and customer service points. We want to use this funding to support the transfer of our libraries and other customer services to third party organisations and to create places that residents can easily get information and advice that both helps them and enables them to help others within their community.

5.5   Specifically we have £520,000 that will be focused in at least six locations. In addition to investing in the building and in new technology, e.g. library self-service machines, resources will be available to help build the capacity of the voluntary and community sector and town and parish councils to take on the management of local services."

6.   Introduction

6.1   A considerable amount of redesign work, research and collaborative working has been undertaken around the original Hubs concept.

6.2   Aims and Objectives

   i. Much of the work on the Hubs concept has focused on moving the existing face to face provision away from core transactional activities; moving those who can serve themselves onto more cost effective channels. This will allow resources to be focused on the vulnerable, those in crisis or those impacted by benefits reform, taking into account the accelerated plans for Universal Credit rollout.

   ii. The core objective of this redesign work has been to concentrate all of the available resources from Shropshire Council, our partners, the voluntary sector, the government and the community into the provision of specialist help. Specifically this specialist help will address the underlying causes of crisis and ideally reduce, or prevent, long term dependency in the future.

   iii. This project includes developing collaborative strategies across all sectors to coordinate resources around early intervention, advice, support, skills, training and employment service. Work to look at reducing duplication of existing provision has begun, with a shared ambition to create an effective ecosystem of support, including revised, modernised and locality based self-help directories that incorporate a vibrant, voluntary sector market place.

6.3   Work through the Resilient Communities project, the Strategic Welfare Reform Group (which includes housing associations), Citizen's Advice and the Department for work and Pensions, and the collation and revision of existing help directories, suggest that a shared understanding of the Hubs concept is emerging. This model also matches work the Department for Work and Pensions is undertaking in support of the implementation of Universal Credit.

6.4   Prototyping work undertaken at the "CasCA" : (Community Centre, Craven Arms,) and exploring delivery options in talks with Whitchurch Town Council indicates that the common understanding of this model is now mature enough to be considered as an opportunity to commission the delivery of some of the key elements of Hubs from community and voluntary sector providers, including parish and town councils.

7.   Background

7.1   Face to face contact with customers in respect of "core" council business has been declining over time. Monthly footfall in September 2014 was under 6,000 compared to over 11,000 for the same month in 2012 and this is not an exception. Face to Face provision also represents the most expensive type of transactional provision, with Society of Information Technology Management figures suggesting that it can cost as much as £8.15 for one Face to Face transaction, compared with 15p for a web transaction.

7.2   Whilst the overall volume of footfall has been falling, the largest percentage of face to face customer enquiries is now focused on benefits, need, hardship, homelessness and crisis. Responding to this type of contact has become

increasingly specialist as the situations are often complex and crisis led, thus requiring a careful approach.

7.3 Ambition now exists to redesign services in ways that reduces long term need and remove, where possible, future dependency. Many of our partners are also sharing this ambition and are undertaking similar work in this area.

7.4 Convergence of this work, and an understanding of the impact that the impending rollout of Universal Credit will have, has brought together a consensus of thinking around the need to create an ecosystem of support that focuses on individual's needs and the capacities that exist within each community. A Hubs model is therefore emerging as the keystone to building this framework.

8.   Existing Hub Provision

8.1 Shropshire Council originally prototyped two hubs, one at Oswestry (co-located in the library) and one at Guildhall (in place of the old Council reception area).

8.2 The principle of these hubs is based on the concept of helping people to help themselves by using a Customer Services "meeter and greeter". This involves diverting customers to alternative service channels other than face to face service such as using the dedicated phones, which are programmed to the Customer Service Centre and the most used service numbers, or the public computers, which see an increase in usage as services progressively move online.

8.3 Many customers of all ages prove able to serve themselves with some help, but some initial support is often needed to bring this about.

8.4 Hubs have also developed to accommodate a range of partner organisations chosen for their ability to deliver services around benefit dependency issues, hardship, homelessness etc. The key requirement here is that customers can be referred to them for appointment, often via online contact – a surgery based approach.

8.5 This model is embryonic of the kind of support mechanism that the Department for Work and Pensions believe will be needed as welfare reform rolls out.

9.   Future Hub Provision

9.1 Six larger market towns were identified as potentially hosting locations for the main community hubs. Built around the multi-partner model, these were chosen because of the level of footfall and the level of benefit dependency and deprivation in local wards. These hubs were located at:

- Shrewsbury
- Ludlow
- Bridgnorth
- Whitchurch
- Market Drayton
- Oswestry

9.2   A number of smaller 'micro hubs' were identified, which were modeled around the availability of warm phones (phones which only dial the Customer Service Centre) and the provision of computers that allow for self-serve or assisted-serve transitions.

9.3   These micro hubs were designed to be located in open access community buildings where additional footfall was welcome and where existing staff and/or volunteers were able to fulfil a signposting or assisted serve role. However, ownership of the enquiry or responsibility for resolution of the enquiry does not pass to these staff.

9.4   More recently, a micro hub has been set up at CasCA (Community Centre in Craven Arms,) starting with the incorporation of the library and Customer Service Point and is shortly to include Adult Social Care teams, who are currently looking to locate there.

9.5   Footfall for core Council services is very low and has provided an ideal opportunity for handover of delivery to CasCA reception staff, with Shropshire Council staff only attending by appointment if needed. With the installation of a public phone and computer giving access to our website, CasCA staff will be required to divert enquiries to these methods, with volunteers helping with online transactions.

9.6   The model is new and still being prototyped but staff have been trained up and are beginning to commence this role, potentially affording the Council a considerable saving.

9.7   Options for delivery of the services located in the Civic Centre currently at a formative stage with Whitchurch Town Council. Shropshire Council and the Town Council already jointly share a customer service point and this would provide the opportunity to explore the commissioning of Face to Face provision through the Hubs model.

9.8   Pursuing the "commissioned Hubs" across Shropshire would effectively look to roll out a similar model to CasCA, but to sites (like Whitchurch) that are much busier and maintain a much higher proportion of benefit and need related enquiries.

10.   Retained Hub Operations

10.1   The single retained Council run hub would extend all of the learning to date into a three pronged provision around Council services, focusing on providing protection to the vulnerable, including meeting emergencies and meeting the obligations and requirements brought in by welfare reform:

i.   Core Council business and support mechanisms would be increasingly encouraged towards self-serve, firstly by telephone and then increasingly online. This would additionally be extended to a physical dedicated self-help area; providing information about local services and community help. Access to the support ecosystems identified through partnership working and the voluntary sector market place would be available through simple "life strands" themes around Early Health, Family, Children, Education, Money, Home, Health, Independence, Lifestyle, Jobs and Training. This thematic approach would include Council services and be drawn together through the work currently being undertaken on directory provision and Map of Maps.

ii.   The second provision is around remaining independent in the community, maximising incomes and independence in old age or for those genuinely reliant on the benefits system. This takes learning from the First Point of Contact system operated in the Customer Service Centre and might be met directly in the hub or via external partners.

iii.   The third provision is around working age clients and is the support structure needed to help people access the benefits system digitally. It will also challenge and address the sometimes complex hierarchy of needs that may prevent someone being work ready. This will be followed up with an into work strand, incorporating learning to date as well as new strands around life coaching, interview preparation, job search and local employer engagement for mock interviews. It is expected that those all of working age will be invited to interview where the onset of Universal Credit, the new regime and the new requirements would be explained. Additionally the need for intervention and help can be identified and the customer shall be invited to sign up to the help framework with the aim of moving into work.

10.2   Jobcentre Plus have expressed a need for accommodation within the Council Hub framework as part of the into work strand and could bring with them many of the professional and practical links needed to make this successful.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
Cabinet Member (Portfolio Holder)
Local Member
Conflicts of interest declared by members
Appendices A. Hubs Concept B. Universal Credit Briefing Note C. Equality and Social Inclusion Impact Assessment

A. Hubs Concept

The hubs concept is not simply about reducing the costs of operating existing Face to Face provision. It is also built around the principles of moving those who can serve themselves onto more cost effective channels, whilst focusing support on those who are in crisis, enabling us to provide specialist help to address the underlying causes of crisis and, ideally, enabling us to address and reduce long term dependency.

The hub concept should provide a network of support and is not simply a building for service provision. Hubs should be located in buildings that are accessible to all in the community and be places where people are already going to improve the quality of life within their neighbourhoods. Hubs are where voluntary support networks are already active. These could be community centres, leisure centres, libraries or other suitable buildings. Hubs should be accessible to all and must be places where all members of society are welcome.

By skilling staff and volunteers at such venues to provide Face to Face support and signpost customers to existing community networks, we aim to reduce the number of customer service enquiries that need to be undertaken by specialist staff. Instead these enquiries will be moved onto more cost effective channels – phone and online.

By implementing this model, specialist customer service support can be focused on more complex needs and on those in crisis. By operating a surgery based model within the hubs, alongside other specialists, we can initiate multi-agency support, bringing together statutory partners and the voluntary sector to match clients to the appropriate support resources.

This proposal fits with the DWP's future model of Universal Credit support, where a community led triage is a precursor for access to DWP services. Signposting within the hubs will also distance the venue staff and/or volunteers from the need to have challenging conversations or from having to convey contentious decisions - retaining the hubs neutrality and support ethos.

By hiring surgery space within the venue and by working with partners to facilitate or commission activities within the hubs, the statutory providers can also help support the sustainability of local, voluntary led facilities.

B. Universal Credit Briefing Note

Briefing note	An overview of Universal Credit, the potential impact in Shropshire and the Local Service Support Framework
Officer responsible	Nigel Bishop
Area affected	County wide

Background: what is Universal Credit?
Universal Credit (UC) will replace a number of existing means tested Social Security benefits. The benefits that it replaces cover the majority of people claiming, from the unemployed looking for work, those unable to work due to sickness, to lone parents and, because UC will also replace both Child Tax and working Tax Credits, working adults and families in low paid work. UC will incorporate all housing costs including Housing Benefit.

UC is not a "simple" benefit but it will simplify the system by bringing a number of benefits under one umbrella rather that requiring a number of different benefits to be claimed across more than one department. It also eases the move into work, in that the claimant does not have to "leave the system" to claim in-work benefits as these are incorporated into UC.

Shropshire rollout:
Rollout of UC in Shropshire commences in February 2015 and, as in the pilot areas, rollout will be staged in order to assess the impact before further rollout commences. From February 2015, UC claims will be limited to childless single people however, as some pilot areas are trialling claims from couples, there is a possibility of their inclusion. The expectation is that most existing claims will be transferred over to UC during 2015/2016. Best estimates are that some 700,000 more complex claims will still not have been transferred by the end of 2017 and will depend on the development of new IT systems. (Source: Turn2Us advice agency).

Major impact points:
UC brings about some major changes which can be summarised as follows:
- UC will be paid calendar monthly

- Help with rent is included in with UC so the default position is to pay this to the claimant but with protection for the most vulnerable. This direct payment has been the case with privately rented properties for some time and will therefore be extended to all social sector housing.

- Because UC incorporates Working Tax Credits its introduction will affect both working and non-working households.

- There is a blanket £16,000 limit on the capital a person can have before entitlement is lost. This was always the case for out of work benefits – but this limit is now

extended to those in work whereas before, tax credits were not subject to a capital limit. The numbers of people likely to lose in work support as a result are not known.

- The rates of UC are lower than the benefits replaced for some recipients as there are no additions for disability. Those who transfer onto UC from current benefits will be transitionally protected and will keep the current rate of benefit – but this protection will be eroded when changes occur, and changes may occur quickly.

- A person starting work at any level will not have to sign off UC to claim in-work benefits. Instead, UC will react to their wage income and will continue in payment. The mechanism for this "real time" adjustment is via HMRC systems information.

- With some exceptions, UC can only be paid upon acceptance of a binding "claimant commitment" which will specify the conditionality to be met. The requirements will vary but unless the claimant is incapable of work due to illness (and has been so assessed by a DWP medical), a carer for a disabled person (meeting the conditions for a carer's allowance) or the carer of a child under 1, they will have to do as directed or face benefit penalties. There are time limited exemptions for some victims of domestic violence. The activities required of the claimant will vary but could range from attending regular interviews, taking steps to becoming work ready, taking steps to getting better paid work to full job seeking activities. What is required within these activities is decided by Jobcentre Plus and whatever is reasonable in the circumstances. DWP attitudes suggest that when someone has signed up to such an agreement, it would be very difficult for them to justify failure to comply.

- Those in work may still be subject to a claimant commitment unless their earnings reach a required limit – effectively set at a reasonable number of hours per week for the person's circumstances and at the minimum wage. This prevents people doing a bare minimum by setting a legal minimum.

- Penalties, or "sanctions" on benefits for not meeting requirements are more stringent and for longer periods.

- Hardship payments made to those sanctioned are heavily conditional. The law includes these words: "*they (the claimant) have made every effort to cease to incur any expenditure which does not relate to such needs* (basic and essential needs)". Hardship payments are recoverable.

Changes for pensioners:
Also within the Welfare Reform Act 2012 are a number of changes that will affect those over pension age:
- Where one of a couple is under Pension Credit age, any claim made will have to be for working age benefits and the younger person will be subject to UC conditionality.

- The Welfare Reform Act allows for a capital limit of £16,000 to be put in place on Pension Credit, currently there is no limit. As yet there is no date for this to be introduced.

- Pension Credit will need to be adjusted to include a housing credit as Housing Benefit disappears. This is unlikely to be before 2017.

Statistics:
The following statistics give some idea of the eventual impact on Shropshire citizens as the rollout of UC continues.

There are 7,260 benefit claims in total from people/families either receiving Jobseeker's Allowance, in the work-related activity group or receiving Employment & Support Allowance or lone parents receiving Income Support. (Source, Jobcentre Plus)
There are 18,700 families receiving tax credits in Shropshire, the majority, 14,400 are in work and 4,300 are not in work. There are just over 30,000 children in these families. 22,200 are in families who work and 8,300 are in non-working families. (Source HMRC statistics 2012/2013)
There are 17,200 claims to Housing Benefit in the Shropshire area; these include people over pension age. All will eventually transfer over to UC or the new Housing Credit.

Prior experience – outcomes from the Direct Payment Project:
Shropshire was a pilot area that tested the payment of social housing rent directly to the benefit claimant, one of the key changes within UC.
What we learned from the key work done from the housing providers indicates the challenge we are faced with in preparing Shropshire citizens for major conditionality changes, or in being able to repair negative outcomes.
The learning showed us that it was not simply a matter of helping people with budgeting skills that is required. It is a wider matter of educating and preparing people for the changes that will come, it is a question of changing a culture of expectation that someone else somewhere will always provide. There is a major issue around challenging expectations. What we found was this:

- Most people in the pilot were apathetic about changes, there is a lack of public awareness of UC meaning that most people are not actively planning around what will be required.
- Many customers already have debt issues including rent arrears and considerable support was needed to keep them ahead of paying bills. Many people had health issues – and were hopeful that these would protect them from benefit changes. Many did not have internet access, naming cost as the main barrier to inclusion.
- The support mechanisms needed both in our own customer hubs and throughout Shropshire via the Local Support Services Framework needs to address these findings and be in a position to react to negative outcomes for the customer.

Support mechanisms in Shropshire:
"Local government has a key role to play in identifying, leading, facilitating and commissioning partnerships to deliver. The voluntary sector and social housing providers often have a lead role in local delivery partnerships, and in particular in identifying who

needs help and in what form." (Source: Universal Credit Local Support Services Framework, Dept, for Work & Pensions)

It is clear that many customers affected by the introduction of UC, particularly the most vulnerable, will have a hierarchy of needs to address before they can concentrate on benefit conditionality. There will truly be a customer journey which will vary according to need, but is likely to follow this path:

Crisis resolution (insufficient money, Local Support & Prevention Funding/food parcels, risk to housing, homelessness, family crisis, drug and alcohol misuse)
Challenge to change (awareness of requirements, initial triage of needs, agreement to engage)
Debt (including rent arrears, Council Tax arrears, consumer credit issues)
Budgeting issues (individual money skills, financial decision making, managing with reduced income)
Banking and borrowing (promotion of Credit Unions as alternative sources of credit)
Housing related issues (sufficiency of housing, help to move, close support)
Digital inclusion and education (assisted access to online claims and maintenance, universal job match and applications)
Work preparation (challenging expectation, culture change, confidence building, training, help with skills, work clubs)
Into work (better off in work calculations, job applications, into work funding, apprenticeships, Princes Trust, Economic Development input)
Stability (staying in work, reporting changes, self-serve, resilience)

Much valuable work is being done by Housing Associations around preparing their tenants for these changes. Shropshire Council's own Customer Service Points are heavily involved in benefit administration and crisis resolution.
Most voluntary and community organisations in Shropshire are aware of the impact of UC changes, Jobcentre Plus are currently trialling a universal triage system with consent to share data that will help to identify more vulnerable customers and potentially avoid benefit penalties and they are actively seeking accommodation within Shropshire Council's community Hubs.
There is now a need to pull these strands together into a uniformly effective and inclusive programme of help. Our Welfare Reform Strategic and Operational Boards are currently addressing this issue.

Proposals and recommendations:
That the Welfare Reform Board, representing various agencies throughout Shropshire (including Shropshire Council), agrees a common progress path for our customers, beginning with a triage to identify those most at risk, clarify their hierarchy of needs and agree an action plan to address these, thus moving that person towards independence of systems.
That there are agreed and quality assured process steps that are indelibly linked to the next part of the customer's progress plan regardless of who delivers. This will prevent needs being looked at in isolation by individual agencies, with the required outcome being that the customer is skilled up and enabled along the way, thereby being less likely to lapse back into crisis.
That Shropshire Council's own community Hubs, now key as a recognised point of contact for those in crisis, develop along these lines and are inclusive of self-help and signposting areas, digital inclusion zones for both core council business and access to benefit applications with assistance for the most vulnerable.

It is recommend that we provide the challenge and education so that crisis resolution becomes the first step on the progress path, whilst engaging partners, including Housing Association Support Officers, to work with us from these venues to provide expertise. This does not negate any individual work done from their own community venues.

It is recommend that wherever possible, we look to accommodate local Jobcentres as an integrated part of our Hubs to add value and expertise to the "into work" strand of operations.

It is recommend that we maintain our current relationship with Ingeus, a company holding a Jobcentre Plus contract to work with long term sick customers who are currently accommodated in two of our Hubs. This will link with any direct input from Jobcentre Plus.

It is recommended that we look to forge stronger links to organisations such as the Barnabas Centre, Elim church and other neutrally positioned community based organisations that are developing innovative help around getting people into work, so that we have agreed points of outreach referral.

It is recommend that this strand of work is developed closely with that of resilient communities and that, wherever possible, the triage done at first point of contact identifies needs across all age groups.

Chris Westwood
Customer Services Manager   **31 October 2014**