



Partnership Consultation Report

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Background:

In 2010 the Scottish Government established the Commission on the Future Delivery of Public Services in Scotland, the “Christie Commission”. The commission was a catalyst for reform in public services based on the four reform pillars of Partnership, Prevention, People and Performance. It recognised that public services, which are delivered to protect the vulnerable and disadvantaged in our society, are facing a significant fiscal squeeze.

The Commission recommended that making our public services sustainable over the medium to long term would help to improve services and deliver cost-effective savings in turn. Hence, by focusing efforts on addressing deep-rooted inequalities and pressures on public services, including rising costs, and the increase in demand for vital services, we can make inroads to support the most vulnerable in our community.

The Scottish Government’s aspiration is that Scotland is prosperous and a better place to live. They have set sixteen National Outcomes which outlines what our focus should be on achieving this. Locally in Fife, Fife Council established the Fairer Fife Commission in September 2014, to provide independent advice and insight into the priorities for tackling poverty and inequality. The Fairer Fife Commission published their recommendations in the *Fairness Matters Report* in 2015, identifying opportunities to address the widening inequality in our communities, and the need for collaborative partnership working to ensure our citizens have a good quality of life, reach their full potential, and where all children are safe, happy and healthy. The Fife Community Plan adapts the national outcomes, providing a framework and reference point for other strategies and plans meeting the need of the communities in Fife. This has been evidenced in the Dunfermline Local Community Plan, which sets out priorities on how the public, private and voluntary organisations will work together to make the city a better, cleaner, safer, stronger and more vibrant place to live and visit.

Diagram 1 illustrates how these high-level outcomes are interconnected and adapted at a local level across service boundaries to focus on opportunities and risks, that cannot be addressed by an individual partner alone, with the aim to reduce duplication and to be more efficient.

Diagram 1: National, Regional and Local Strategy Outcomes:

National Performance Framework

The Government purpose is to focus government and public services on creating a more successful country with opportunities for all of Scotland to flourish through increasing sustainable economic growth

High Level Targets Relating to Purpose

Growth Productivity Participation Solidarity Cohesion Sustainability

Strategic Objectives

Wealthier & Fairer Smarter Healthier Safer & Stronger Greener

Fairer Fife Commission Fairness Matters

Key Themes:

- Ambition
- Poverty Free
- Fair Work
- Affordable
- Connected
- Empowered
- Skilled
- Healthier

Fife Community Plan

- Making Fife a great place to work, visit and invest
- Tackling climate change
- Increasing employment
- Reducing inequalities

Dunfermline Community Plan

- Promoting business & tourism
- Increasing employment
- Health, wellbeing and environment

Introduction:

The Dunfermline Advice Hub became operational in 2015 as a collaborative project led by the Dunfermline Poverty Action Group, (hereon DPAG) to mitigate the impact of welfare reform. The DPAG creates an opportunity to develop stronger, more collaborative relationships between practitioners, creating greater reach to deliver person-centered services. Many communities in Fife and across Scotland have longstanding problems that reflect persistent inequalities in society. The DPAG works in partnership, delivering improved, joined-up services to tackle inequality by supporting those most in need in our community to access to welfare advice, information services, and other services that meet their identified need. The Fife Delivery Plan embraces the shift away from crisis interventions towards more preventative approaches, which focuses on improving outcomes for individuals, communities and reduces inequalities and problems in the future.

The DPAG, as a collective, understand that not one single agency can meet all the needs of our citizens. However, with the increased demand on services against budget constraints, they recognise the need for more collaboration that adds value by harnessing the strength, skills, expertise that all partners contribute to, that achieves desired outcomes of our citizens. The Dunfermline Advice Hub was identified as a priority for Fife Council through the Fairer Fife Commission, in recognition of the impact welfare reform on the most vulnerable in Dunfermline, as a test of change to ensure efficient access to support.

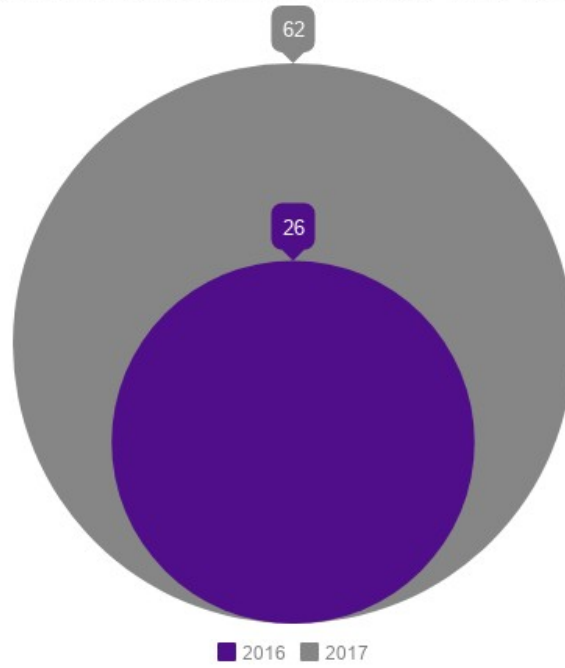
Why Dunfermline Advice Hub Is Important:

The Dunfermline Advice Hub was established to develop effective collaborative partnership working for a range of partners to tackle the persistent inequalities for the most disadvantaged sections of our society. These include: families/individuals with the least access to income, employment, educational attainment, good housing experiences, and higher levels of ill health, and less physical and psychological resilience to meet challenges. We mutually recognise that no single agency can work in isolation to meet the holistic needs of our community, and that continuous partnership working, in its truest sense, is key to removing the barriers to accessing services. At present, the Hub serves as a single point of contact for citizens on a wide range of inquiries, including: signposting, general information and organisational support. Currently, the following partners are accessed in the Hub directly:

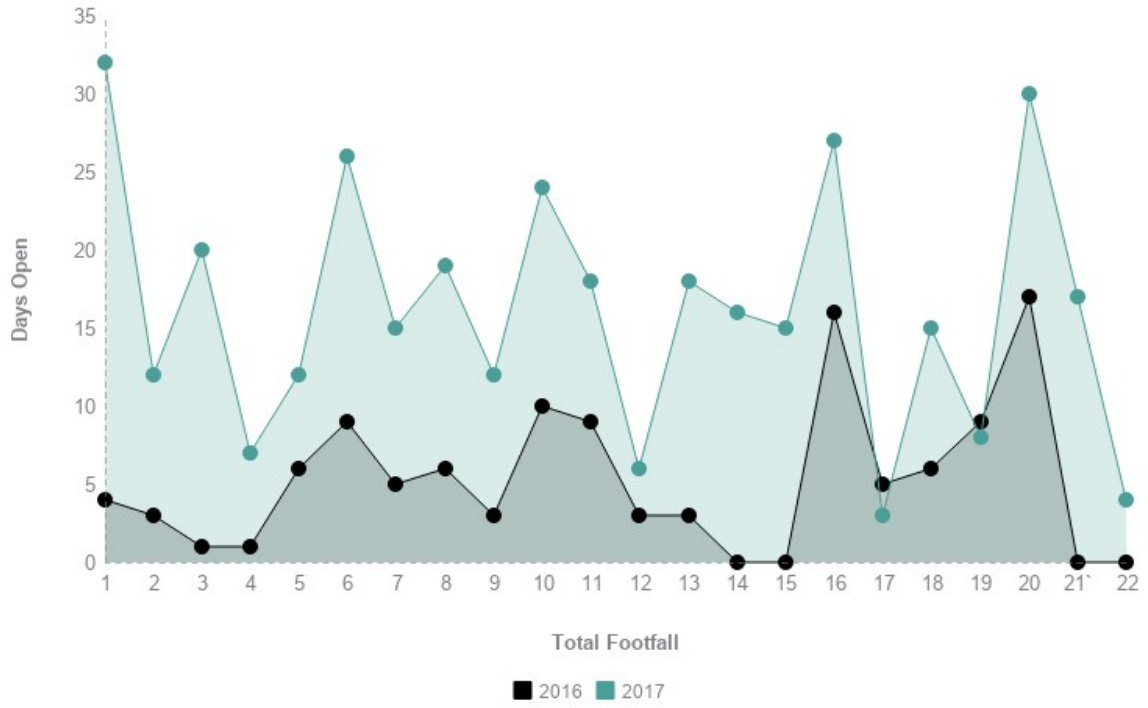
- Housing Advice (Frontline Fife, Fife Law Centre)
- Credit Union (Dunfermline & District, currently merging with Kingdom CU)
- Local MP (Douglas Chapman MP)
- Legal Advice (Fife Law Centre)
- Employability, form filling and adult learning opportunities (Community Job Club, Adult Basic Education and Welfare Support).
- Basic IT Skills (Digital Skills Volunteers Fife)
- Benefits advice and application support (Welfare Support)
- Substance Misuse (AddAction, DAPL)
- Counselling Support (Fife Women's Aid, DAPL)
- Food Aid (F3 Project)
- Clothing Bank Assistance (Fife Children's Clothing Bank)
- Furniture Assistance (Furniture Plus Ltd)

Graphs 2, 3 4, & 5 show a snapshot of the Hub's increasing demand and reach.

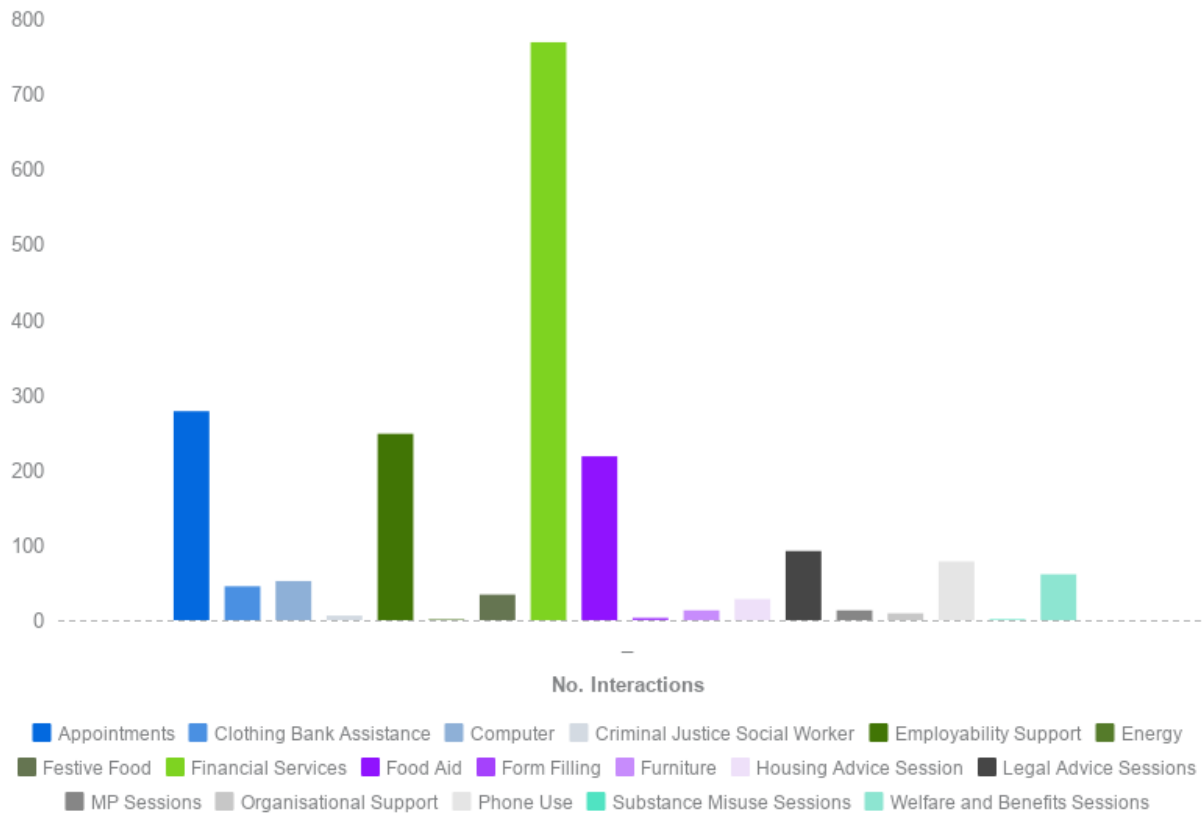
Graph 2: Organisations Working With the Hub



Graph 3: October Comparison 2016/2017

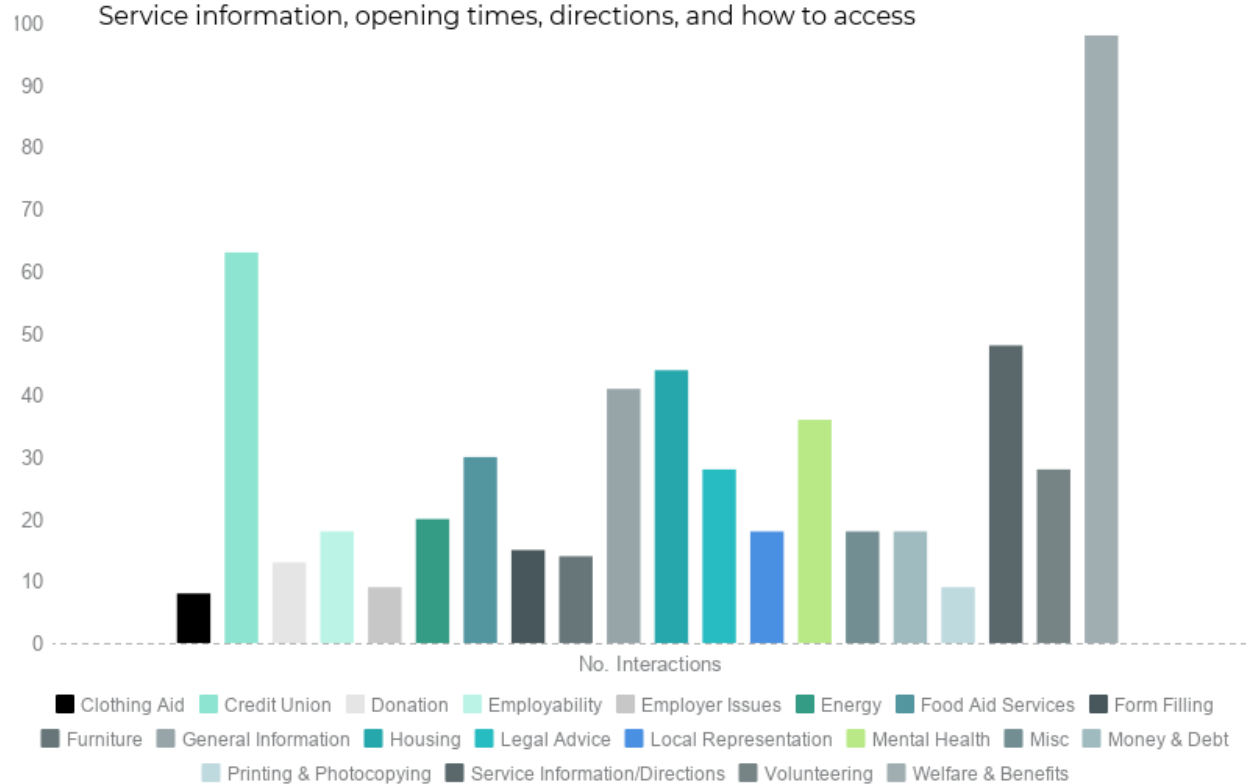


Graph 5: Reasons for Coming to the Hub in 2017



Graph 6: Information Requested in 2017

Service information, opening times, directions, and how to access



Citizen feedback and consultation is core to the Hub’s values, and is performed continuously using the Talking Wall facility. Since the Talking Wall’s creation in July 2016, much of the Hub’s direction and development has been directly influenced by feedback collected from citizen and partners who have attended the Hub.



The Talking Wall was used in January/February 2017 to create dialogue about what citizens would like to see in the Hub. In February, using this feedback, the Hub layout was changed, moving the Clothing Bank to the front to create a retail space, and the desks were moved to the back for one to one consultations. New elements were incorporated, such as public computers and community space. Citizens were even given the opportunity to vote on paint colours for the main areas, and counseling rooms, making the Hub look more inviting and vibrant.

Importantly, ideas that couldn’t be incorporated were acknowledged, considered and given a full explanation as to why not, on the You Said We Did & Why We Didn’t board.

What We Can Do To Improve:

Using the logic model below we can highlight the need for evidence based processes to evaluate the effectiveness of collaboration partnership working.

Diagram 4: Logic Model



The following SWOT highlights our partnership success, strengths, and areas of improvement and informs our future planning.

Diagram 6: SWOT Analysis



What We Did:

The Scottish Government Local Authority Support Team (LAST) set out to support the development of DAH in 2015 with the aim to support and improve the quality and impact of the services operating in the hub. This was achieved by taking an asset based approach to identify and improve collaboration. The project focused on the following key areas:

- Community involvement and engagement in shaping service delivery
- Improving partnership working / collaboration and
- Optimising the reach of services provided via the Hub

The LAST outlined that the current provision (single staff member supported by volunteers) at the Hub was not sufficient to carry out further development of the project. Therefore, they recommended that the DPAG should support an application to the Aspiring Communities Fund, due to its aim to strengthen communities, increase levels of economic activity, stimulate inclusive growth, and support local service provision and inclusion by:

- Enabling communities to design and establish new or enhanced services addressing poverty and inequalities;

- Supporting new staff posts within community organisations to increase levels of economic activity, local service provision and inclusion, and enhance community resilience; and
- Accelerating the implementation of projects and services delivering longer lasting community-led solutions.

DAH was successful in securing funding from the aspiring communities funding to recruit a Partnership Development Coordinator to perform a consultation with Stakeholders of the Hub, and to develop a cohesive plan around partnership working, collaboration, citizen empowerment and community engagement. See **Appendix A: ACF Key Project Tasks: Project 17/18**

Community Consultation Activity:

We used the Talking Wall to gather ideas and feedback from the community on what they would like to see in the next venue, from December 2017 to March 2018

Visible Staff (not locked away in rooms)	Nice Rooms for Counseling	Staff area to lunch and put bags
Keep it warm and friendly	Good kitchen facilities, nice and cosy, maybe a washing machine and dryer?	Comfy space to chill
Good Storage	Central Heating!!	Paid Cleaner
Wall Clock	Keep it Informal	More phones

Stakeholder Consultation Activities:

ONE TO ONE INTERVIEWS:

The Partnership development Coordinator carried out one to one interviews with partners hosted within the Hub to:

- Investigate the current partnerships developed so far

- Ascertain the perceived barriers, challenges and concerns
- Gather ideas, suggestions, aspirations and thoughts on what partnership working in Dunfermline looks like

The following partners interviewed:

Partner Engagement	One to One interviews
Citizen Advice & Rights Fife	2 partners
Frontline Fife/Prevention First	2 partners
Fife Law Centre	3 partners
Fife Women's Aid	3 partners
Credit Union	5 partners
Locality Support, Fife Council	1 Partner
Community Job Club Fife Council	4 partners
Clothing Bank	1 partner
Conduit Scotland	2 partners
Criminal Justice Social Work	1 partner
DAPL	2 partners
MP Constituency Office (Douglas Chapman MP)	1 partner
DAH Volunteers	4 partners
Foodbank	1 partner
F3	1 partner
Furniture Plus	3 partners
Scottish Welfare Fund	1 Partner

The stakeholder interviews highlighted the need to improve partnership working, development of referral methods and capacity building, to support the development of the Hub moving forward.

STAKEHOLDERS EVENT 1: LEADERSHIP AND COLLECTIVE RESPONSIBILITY

We held a Stakeholders Event targeted at Senior Management, CEOs and Trustees on Monday 22 January 2018. The event was attended by 26 partners from 18 different agencies/departments. The event highlighted the potential opportunities for collaboration and developing sustainable partnership of the Hub, beyond conclusion of phase 1 of the Aspiring Communities Fund with the main focus on:

- Collaborative person-centered service delivery;
- Prevention and building resilience and
- Sustainability

At the conclusion of the event, stakeholders were asked to pledge a resource in support of the Hub going forward. See **Appendix B: Stakeholder Event 1 Report**.

STAKEHOLDER EVENT 2: COLLABORATIVE SERVICE DELIVERY

Our second Stakeholder event took place on Monday 19 February 2018, which was attended by 19 partners from 14 agencies/departments. This event offered partners the opportunity to reflect on the journey so far, under the Dunfermline Advice Hub umbrella. It also provided partners a creative space to address the challenges faced when supporting service users with complex needs, and come up with creative solutions together. See **Appendix C: Stakeholder Event 2 Report**. Participants engaged well with the workshops, addressing the following themes:

- Underlying causes for accessing our service
- Barriers to accessing services
- Challenges faced by partners
- Collective problem solving

STAKEHOLDER EVENT 3: NETWORKING COFFEE MORNING

The stakeholder coffee morning was held on Thursday 29th March 2018 was targeted at all stakeholders including CEOs, Trustees, Managers, Operational Staff and volunteers, to conclude the stakeholder consultation and inform the development of the DAH arrangements moving forward. Seven participants attended this event, from 7 organisations. The following areas were identified as next step forward in the development of Hub:

- Relocating to an accessible central venue, with more capacity and facilities for partners and citizens to work together.
- Formalise partnership working arrangements
- Partnership ACF phase 2 application that encourages collaboration
- Warm, friendly welcoming environment.

Whilst this event was not as well attended as the previous events, those who did attend had not attended the other events, and were able to see the progress made and give their feedback on the Action Plan and Venue Requirements.

Networking Activities: Multidisciplinary Training Events:

From the feedback received in the one-to-one interviews, many frontline workers expressed interest in attending networking events, but struggled to find capacity to attend them. However, providing the incentive of a training element for an event was far more appealing for workers and their managers.

The Hub hosted 2 training workshops, in collaboration with training providers. Both events incorporated networking time for the participants to learn more about other services.

Training Event 1: Benefits Overview with Citizens Advice & Rights Fife 31/1/18, 10am-3pm	Training Event 2: Introduction to Domestic Abuse with Fife Violence Against Women Partnership 20/03/18, 1:30-3:30pm
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<ul style="list-style-type: none"> • Attendance: 9 participants • Organisations Represented: 5 	<ul style="list-style-type: none"> • Attendance: 10 Participants • Organisations Represented: 7
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Recommendations:

FORMULISE PARTNERSHIP ARRANGEMENTS

Generally, from the Stakeholders events, feedback was that partnership arrangements was very casual and needed a formulised agreement. However, a service level agreement or partnership agreement was considered to be too formal and additional steps needed to be taken before reaching that. Therefore, a **Memorandum of Understanding** would be a more appropriate route to take at this stage, and would recommend the formation of a short-term working group to consult draft an initial document for wider consideration.

As of 30th March 2018, the short-term working group have met and drafted a MOU, which has been released for wider consideration by the stakeholders (Appendix D). The group was made up of representatives from the Hub, Fife Centre for Equalities, Frontline Fife, and Citizens Advice & Rights Fife.

DEVELOP CLIENT RELATIONSHIP MANAGEMENT SYSTEM

Most Stakeholders recognised the importance of the Hub and its role in developing a Single-Point-Of-Contact (SPOC). In order to facilitate this, a bespoke CRM system would be recommended. The CRM system could incorporate systems to highlight gaps in service provision, reflect current evaluation and monitoring process of stakeholders, and create robust referral pathways that are preventative, timely and relevant.

DEVELOP AND DELIVER MORE INFORMATION SHARING ACTIVITIES

Further to the current information sharing activities at the Hub, stakeholders fed back that continuing this would be beneficial, such as updating the Dunfermline Local Contact Book regularly, and having more versions for accessibility, such as online.

Creating more networking and training opportunities for stakeholders would be beneficial, therefore, creating a training programme in consultation with stakeholders would be recommended.

Conclusion:

Although the Hub has had significant success over the past two years, there has equally had some challenges that we have learned from, which will influence how we take the project further. Irrespective of these challenges, all partners recognise that partnership in true sense encompasses:

- Integrated Services: working arrangements between stakeholders to work together to achieve common aims: reduce inequalities, access to services etc. (Third Sector, Public and Private sector)
- All parties involved have some personal stake in the partnership
- All partners are working with the same service users

- All partners have a similar ethos: reducing inequalities, tackling poverty, building community and individual resilience
- Sustainability, together over a reasonable timescale, and continuous support

We need also to recognise what success looks like at the Hub, particularly around:

- Effective service delivery
- Diverse range of information and support offered
- Partners feeding off each other and direct referrals
- Co-location offering a wide range of specialised support under one roof
- Localised support service, with local expertise and knowledge

In conclusion, the appetite among stakeholders to continue and build upon the Hub's success is good. This can be achieved with continued commitment and energy from the stakeholders, committing and leveraging resources for the mutual benefit of all:

- Improving monitoring and evaluation, to properly reflect service provision, impact and reach
- Strategic leadership focusing on reducing inequality and protecting the vulnerable and disadvantaged in our society
- High level planning, energy and commitment by all partners
- Integrated service provision
- Shifting the culture for workforce on supporting the community
- Committing resources and being outcome focused
- Contingency planning, informed by equality impact assessments
- A comprehensive partnership agreement, including terms of reference, sharing information and referral pathways, and reflecting policies of the organisations involved in the Hub.

DUNFERMLINE ADVICE HUB ACTION PLAN

1.0 Proposed Improvement Action

Develop strategic leadership and services for the Hub

Item	Improvement Action	Lead organisations	Target Date
I.A 1.1	Develop the Hub Management Steering Group	Furniture Plus Ltd	
I.A 1.2	Formalise partnership arrangement		
I.A 1.3	Develop a Memorandum of Understanding	Short-term working group	June 2018
I.A 1.4	Develop a Business Plan	Furniture Plus Ltd	

2.0 Proposed Improvement Action

Develop sustainable and effective services that are accessible to the most vulnerable people in our community

Item	Improvement Action	Lead organisations	Target Date
I.A 2.1	Apply for Aspiring Communities Funding Phase 2	Furniture Plus Ltd	Jun-July 2018
I.A 2.2	Explore other funding streams for collaboration	Furniture Plus Ltd	Jun-July 2018

3.0 Proposed Improvement Action

Partners to sustain and develop existing working opportunities in the Hub

Item	Improvement Action	Lead organisations	Target Date
I.A 3.1	Create regular networking and information sharing opportunities	Dunfermline Advice Hub	Ongoing
I.A 3.2	Develop multi-agency training	Dunfermline Advice Hub	Ongoing

4.0 Proposed Improvement Action

Partners continue to engage and consult with the community as part of service planning and delivery

Item	Improvement Action	Lead organisations	Target Date
I.A 4.1	Work in partnership to raise public awareness of welfare and poverty issues		
I.A 4.2	Create opportunities to raise awareness on the impact of stigma on our most vulnerable		
I.A 4.3	Create joined up opportunities for community engagement and consultation with wider partners		

Appendix A

ACF Key Tasks/Milestones Table

Key Project Tasks/Milestones 2017/2018	To be achieved by
Stakeholder interviews and focus groups <ul style="list-style-type: none"> • 3 Focus Groups • 24 or more 121 interviews (2 per week) 	30/1/18
Establishment of a mutual aspiration and expectations of the Stakeholders for the Hub <ol style="list-style-type: none"> 1. Final Report Publication 2. Final Report Presentation to the DPAG, Furniture Plus Board and potentially the Local Area Planning Partnership 3. Conclusion to include a list of recommendations, and a suggested action plan going forward 	30/3/18
Development of a draft service level agreement/partnership agreement for the Hub, based on the feedback from the focus groups and 121 meetings	30/1/18
Facilitation of sessions to develop, adapt, and change the Draft, in collaboration with key stakeholders. <ol style="list-style-type: none"> 1. 3 Stakeholder Sessions (1/month) 	30/1/18 - 30/3/18
Testing the feasibility of a membership-type model, potentially leading to sustainability and funding streams. <ul style="list-style-type: none"> • Report to include recommendations, and suggested action plan going forward. 	Throughout
Delivery of networking and information events for stakeholders, to encourage mutual ownership, better communication and collaborative working practices <ol style="list-style-type: none"> 1. 2 stakeholder networking events (1 per quarter) 2. Separate format from Stakeholder Sessions – focus is to develop better partnership working and cross-organisational communication 	30/3/18
Development of other networking/collaborative working tools, such as online forum space <ol style="list-style-type: none"> 1. Report to include recommendations, and suggested action plan going forward. 	throughout
In collaboration with Hub Coordinator and Furniture Plus Board/Management, continued development of Hub activities, recruitment of new stakeholders, and development of other Hubs in other areas.	Throughout
In collaboration with Hub Coordinator and Furniture Plus, identification of further funding opportunities. <ol style="list-style-type: none"> 1. Report to Furniture Plus Board periodically, with action plans 	Throughout

Appendix B

STAKEHOLDERS EVENT 1: LEADERSHIP & COLLECTIVE RESPONSIBILITY – REPORT

Introduction:

The purpose of this report is to provide feedback from the stakeholder event held on Monday 22 January 2018, highlighting the potential opportunities for collaboration and developing sustainable partnership of the Hub beyond conclusion of Phase 1 of the Aspiring Communities Fund.

The event was attended by 26 partners from 18 different agencies. The Area Housing Manager (Fife Council) presented on the changes in housing and homelessness services, particularly in terms of collaborative approaches to reduce duplication and increasing citizen engagement. Each of the Hub Coordinators prepared a short presentation on the activities of the Hub so far, showing the merits of the Hub as a single point of contact. Citizens Advice & Rights Fife also contributed a short animation which gave a snap shot of the Hub's activities in 2017 (<https://vimeo.com/251469417>).

The following themes were highlighted;

- Collaborative person-centered service delivery
- Prevention and building resilience
- Sustainability.

Improvement areas and actions were identified for each theme:

1.0 COLLABORATIVE PERSON-CENTERED SERVICE DELIVERY:

At present, the Dunfermline Advice Hub (hereon Hub) partnership model delivers services in partnership to meet the needs of the service users. This is primarily led by the Information and Advice Coordinator, who is the first point of contact. The Hub operates in a way that maximises resources by utilising all available resources from the 60+ partners ranging from public, private, third sector and individual groups in our communities.

1.1 Improvement areas:

- Shared vision and understanding of our client group
- Raising the profile of the partnership
- Supporting partners through multi-disciplinary learning and networking opportunities that informs partners' individual remit and areas to collaborate
- Supporting partnership arrangements that offer better coordination, cohesion and integration between agencies
- Multi-agency training opportunities

1.2 Improvement action:

- Develop a partnership training proposal
- Develop multi-agency referral pathways
- Develop formalised partnership agreements
- Develop methods to highlight gaps in service provision

2.0 PREVENTION AND BUILDING RESILIENCE

From conversations at the stakeholder event, partners highlighted the need to develop preventative services that build resilience through utilising community knowledge, skills and lived experiences of our citizens.

2.1 Improvement Areas:

- Designing and developing services that meet needs of target groups as defined by stakeholder at the event i.e. mental health, adult literacy and 16 years+
- Designing and developing marketing resources that is inclusive and reflective of the partnership
- Design and developing education material
- Customer engagement: feedback, awareness raising of resources available under the umbrella of the Hub
- Prioritising preventive measures to reduce future demand

2.2 Improvement Actions:

- To update the partnership service delivery directory to increase accessibility: electronic versions
- Develop evaluation processes for partner's service users.
- Develop preventative services that meet the needs of our community

3.0 SUSTAINABILITY OF THE PARTNERSHIP

All public service constantly seeks to improve performance to ensure we are meeting the needs of the public. Discussions from partners highlighted the need to formalise the Hub partnership to develop systems that strengthens the partnership and enables greater reach.

3.1 Improvement Areas:

- Formalise partnership through: Partnership Agreement
- Branding and marketing for the partnership
- Develop a business model for the partnership i.e. Business Plan
- Income generation initiatives
- Staff training

3.2 Improvement Actions:

- Establish a short life working group to develop a draft partnership agreement
- Develop and agree monitoring and evaluation processes

At the conclusion of the event, the participants were asked to pledge a contribution to the Hub. Five pledges were made:

- Fairer Fife: to continue to advocate and raise awareness of the Hub across Fife
- Community Development: to assist with the Phase 2 Aspiring Communities Funding application
- Furniture Plus: Administration support (15hours)
- Citizens Advice & Rights Fife: Short-term working group on Partnership Agreement and ongoing support from Business Development Manager
- Frontline Fife: Short-term working group on Partnership Agreement

Appendix C

STAKEHOLDERS EVENT 2: COLLABORATIVE SERVICE DELIVERY – REPORT

Introduction:

This report provides feedback from the stakeholder event held on Monday 19th February 2018. The event offered 19 partners from 10 agencies the opportunity to reflect on the journey so far, under the Dunfermline Advice Hub umbrella. The Coordinators gave a short presentation on the Hub, showing its merits as a single point of contact, and acknowledge wide range of expertise and experience that each of the partners have contributed since the project started. Citizens Advice and Rights also contributed a short animation, giving a snap shot of the Hub’s activities in 2017 (<https://vimeo.com/251469417>).

The event provided partners with a creative space to address the challenges faced when supporting service users with complex needs, and come up with creative solutions together. Participants engaged well with the workshops and identified the following key themes in response to questions as follows:

Workshop 1:

Underlying Causes for Accessing Our Service:	Barriers to Accessing Services
<ul style="list-style-type: none"> • In-work poverty; lack of food, fuel, clothing • Housing • Domestic abuse • Mental health • Addiction support • Legal advice • Physical health • Benefits: rights, appeals & sanctions • Digital access • Employability • Literacy support • License conditions • Money advice 	<ul style="list-style-type: none"> • Cost of transportation, • Services opening times and location • Isolation • Stigma • Cost of calls/ access to PC, Wi-Fi • Literacy • Chaotic lifestyles • Physical health • Multiple referral pathways • Pride and dignity • Lack of digital skills • Language barriers • Lack of confidence • Childcare • Proof of identification • Education
Challenges within our own Services:	
Funding limitations	Information Sharing
<ul style="list-style-type: none"> • Diminishing budgets • Lack of planning time • Lack of training • Funding limits services • Confusion with benefits between agencies, universal credit • Services inconsistency in updating FORT 	<ul style="list-style-type: none"> • Multiple issues but service limitation • Building relationships and trust • Management and training demands • Remit limits, diverse needs • Difficult for service users to navigate different services • Lack of engagement by service users

<ul style="list-style-type: none"> • Service users may not fit the specific criteria to access support 	<ul style="list-style-type: none"> • Location of agencies referred to, multiple visits appointment
Service Restriction	Structural Challenges
<ul style="list-style-type: none"> • Funding cost localised services not repeated elsewhere • Duplication of service delivery • Passing the buck feedback from referral • Resources: different reserves for different organisations • The disjointed flow of information • Focus on crisis management not preventative approaches • Service remits • Protocols and processes for partnership working 	<ul style="list-style-type: none"> • Austerity measures • Ever changing welfare reform • Data protection, information sharing protocols • Too many changes from national to Local Government • Funding limitations to services • Lack of multi-disciplinary knowledge, training, awareness raising • Stigma: addictions, mental health, convictions • Competing priorities v Budgets

Workshop 2: Developing Collaborative Approaches

Workshop 2 focused on developing collaborative approaches to support persistent citizens using a case study (Jim).

Question 1: How can we help Jim?

- Jim needs a single point of contact (SPOC), i.e. a key worker to advocate and investigate his need and reason for non-engagement
- The key worker's role could be to establish the full measure of Jim's case by carrying out needs assessment
- The key worker could case manage Jim, liaising with him and organisations to improve engagement and access
- The key worker could triage presenting issues, prioritising to specific services at the right time
- The Hub as the 'one stop shop' is key for these meetings as it familiar and welcoming place

Improvement Areas:

- Robust referral & follow the process, information sharing protocols part of the partnership agreement
- Clear boundaries re dealing with people when referral to a specialist agency
- When or refer to a specialist agency
- Development of detail, what steps to take, when and in what order
- Realistic expectations set to be clear on where boundaries are with the client
- Accreditation for the provision of advice Scottish National Standards for Information Advice Providers for those referring to at the hub

Question 2: What collaborative procedures & processes are needed adequately support our citizens?

- Single referral pathway i.e., FORT Customer Relations System
- Case management coordinator, robust "triage" assessment to ensure referrals are appropriate

- Develop evaluation processes for partner to follow up and understand why something may have been unsuccessful
- Training – multi-disciplinary training i.e., mental health
- Data Protection protocols and information sharing agreements

Question 3: How can we ensure that citizens are referred effectively to services?

<p>Effective referral pathways:</p> <ul style="list-style-type: none"> • Trusted up to date contact list: Internal contact list with key name and direct number • FORT referral system • Clear referral processes for partners • Clear referral criteria for each service • Referral forms for those not in the hub or on FORT • Continue with "who can help" emails to get help for those presenting at the hub 	<p>Relevant and reliable information:</p> <ul style="list-style-type: none"> • Enhance local directory to make it accessible online and have social media • Updated Resources i.e. Information leaflets • Promotion /marketing budgets • Regular networking and information sharing opportunities • Increased use of technology, e.g. Webinars to engage with other professionals and possibility deliver info to clients
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Workshop 3: Next steps—What do we need in our new venue?

Workshop 3 gave the participants an opportunity to have a say in what they would like to see provided in our next venue.

Facilities:

- Private and Secure working area
- Security Intercom at main entrance
- Confidential interview rooms
- Separate meeting rooms i.e. ideal for counselling
- Separate reception area to allow welcoming environment
- Comfortable sitting area for clients
- Display board for leaflets and advertisement
- Storage facility i.e. To allow resources to be stored to ensure easy access for service users
- Secure storage space for equipment/leaflets
- Kitchen facilities with sinks

Accessibility:

- Central location, i.e. high street location near major transport links
- Disabled access to the building
- Clear signage in the building
- Good lighting
- Wipeable floors
- Disabled toilets

IT Requirements:

- Computer room –IT facilitators
- Broadband – fast reliable and accessible for partners and public
- Secure printing facilities
- Video conferencing capabilities in some meeting rooms
- “What’s on” Plasma TV, Children Play area,

- Separate male and female toilets
- Computer Suite
- Multiple telephone lines

Ethos and Environment:

- Professional and welcoming environment
- Comfortable and smart facilities
- Facilitators – friendly faces to help with the stigma

Miscellaneous/Would be nice to have:

- water dispensers
- community cafe
- shop front access to allow clothing display for clothing bank
- social space, for community use
- community cafe run by volunteers

Recommendations:

The Operational Staff from the various organisations showed great enthusiasm from the for the Hub, and its further development. From the feedback, as detailed above, key themes and recommendations emerged:

1. Develop a CRM system that would ensure the service user is at the centre of all services involved.
2. Continued and increased information sharing on services, such as creating opportunities for networking and updating current resources such as the Local Contact Book.
3. Creation of a Venue Wish List, to communicate the desired and essential requirements of the stakeholders who regularly attend/use the Hub.