



**THE HEREFORDSHIRE
partnership** 

**MULTI-USE FACILITIES IN
HEREFORDSHIRE:
A STRATEGIC INVESTMENT FRAMEWORK**

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SECTION ONE

BACKGROUND AND FINDINGS

1. INTRODUCTION

People who live in rural communities often find it difficult to access the services they need. Many also find that their opportunities to engage in work, training, cultural, leisure and other activities are curtailed by the difficulties they have in reaching larger centres. Equally public, voluntary and private sector organisations find it difficult to provide services in areas where the population base is relatively small and where people live scattered over a large geographic area – costs are higher and customers fewer, so the sums just do not add up.

Herefordshire Partnership is working with local statutory, voluntary and community sector organisations to develop a number of multi-use facilities in the County. The aim is to make it easier for people living in rural areas to access the services they need through the development of local facilities. They will be ‘multi-use’ because they will allow service providers to work together, extending the reach of their service by sharing resources and costs. Multi-use facilities include buildings, mobile facilities and ‘virtual’ delivery methods using ICT.

This framework is designed to guide the development of and investment in multi-use facilities in Herefordshire by both RRZ Multi Use and other funding streams. It sets out the background and context in which multi-use facilities operate within the County. It also identifies opportunities for investment and makes recommendations about how to take the programme forward.

2. BACKGROUND AND STRATEGIC CONTEXT

There is clear evidence that ease of access to services decreases as the sparsity of population increases and that in general terms the provision of services in rural areas is on the decline. Herefordshire is one of the most sparsely populated areas in England. This sparsity means that more people have to travel further to access the services they need than the average for other rural areas, (both for the West Midlands and for England)¹. Many rural residents have the resources to overcome these difficulties, but for those that don’t – those without private transport, on low incomes, with health or mobility problems, the young and the old – the lack of local services can seriously affect their quality of life. Fair access to services is a question of social justice, but it is also a question of sustainability. The presence of local facilities maintains the social fabric of a community, makes it less likely that the young and those of low incomes move out and reduces the need to travel.

For these reasons improving access to social, economic and public services in rural communities is identified as a key objective in national, regional and local strategic documents. Of particular relevance is Objective 5 and 6 of the West Midlands Rural Delivery Framework

¹ Herefordshire Quarterly Economic Report November 2006

PRIORITY 5 ACHIEVING FAIR ACCESS TO SERVICES FOR ALL

Goals

1. To achieve fair access to services for all in the rural West Midlands improving quality of life
2. To achieve a disproportionate improvement in access to services for disadvantaged and socially excluded residents in the rural West Midlands

PRIORITY 6 SECURING VIBRANT, ACTIVE, INCLUSIVE AND SUSTAINABLE COMMUNITIES

Goal: To secure vibrant, active, inclusive and sustainable communities

Most significantly the need to improve access to services is identified as a 'key local issue' in three of the four themes of the Community Strategy for Herefordshire – Healthier Communities and Older People, Children and Young People and Safer and Stronger Communities.

In recognition of the importance of improving access to services in rural areas, the Board of the Rural Regeneration Zone has agreed a 'Multi-Use Strategic Investment Framework' with capital finance available for investment over the next three years (to 2010). The Herefordshire Framework has been designed to guide that investment within the County, as well as other investment into multi-use facilities.

3. NEED AND DEMAND FOR MULTI-USE FACILITIES

3.1 How easy is it for people to access the services they need?

There has been a fair amount of research into access to services in the County. The research undertaken measures either the perceived ease or difficulty of accessing a service, or the percentage of households within a set distance of a service. The Herefordshire Council research team has done useful work in bringing this information together. Interestingly the results of the different surveys do not come up with a clear list of services most in need of improvement in terms of access.

Figures for Access to Services using Commission for Rural Communities rural/urban definitions within set distance of facility shows that compared to other rural areas

For rural towns – Herefordshire towns are similar to regional and national averages (for rural towns) - or better for banks and building societies, libraries, petrol stations, secondary schools and supermarkets.

For rural villages – banks and building societies, cash points, GP surgeries, Libraries, petrol stations and supermarkets are less accessible in Herefordshire than regional and national averages (for rural villages)

For dispersed rural areas – all services listed less accessible with the exception of libraries that are similar to regional and national averages (for dispersed areas).

Herefordshire Satisfaction Survey (2005) identifies Local Hospital, Cultural and

recreational facilities and council/neighbourhood office as most difficult to access.
State of Herefordshire Report identifies Doctor, Local Hospital, Libraries, Sports and Leisure and Cultural and recreational facilities as <i>priorities</i> for improving ease of access.
Regional Lifestyle Survey (Herefordshire report 2005) – identifies health services, transport, learning and training, and leisure facilities as those more difficult to access in Herefordshire than WM average.
Youth Survey (2005) identified access to transport, leisure facilities and local democracy as most lacking.
Post Office Review (Consultation 2007) Defra figures suggest 98% of Herefordshire households live within 4km of a Post Office. DTI consultation suggests target of 95% within 4.82km should be the national target.
Herefordshire Voluntary Action Research Study into the needs of community facilities in North Hereford – results not yet available but will be relevant.

It is important to note that the lists of services examined vary from survey to survey. Some services are only included occasionally – others never (childcare, day centres for older people, respite care and other social care services are the most notable by their absence).

3.2 What do we know about local community call for multi-use facilities?

Another important source of information about the need and demand for multi-use facilities is Parish Plans.

Thirty-nine Parish Plans have been completed in the County. Some work has been done on extracting common themes and clusters. There are some emerging results of this work that are particularly relevant to this framework. In particular:

- There is a cluster of parishes in the North West of the County where the demand for improved services is very strong. The Parish Plans from this area includes action points in relation to shops and post offices, access to cash, health services, green spaces, public transport, culture, leisure and sports facilities. Other clusters will be identified in due course.
- The most prominent categories among all the Parish Plans in terms of proposed actions are Cultural/Recreational Facilities and Sports/Leisure Facilities, followed by Public Transport, and Green Spaces.
- Within the two categories of Public Transport and Cultural/Recreational Facilities there is a very strong emphasis on the needs of young people.

3.3 What do we know about Geographic and Service delivery gaps?

Service Gaps

Services are delivered by public, voluntary and private sector organisations. They can be usefully grouped around the following categories.

- Education and Childcare
- Employment
- Health and Social Care

- Retail
- Finance/Post Office services
- Culture and Leisure
- Emergency services

Information about service delivery 'gaps' is not readily available. However, from interviews with service providers the following themes emerge:

- Almost all service delivery organisations report difficulties in delivering services outside the market towns or larger villages. Limited staff and other resources are the most common reasons given. There are some examples of services being withdrawn because of lack of use (e.g. training sessions and advice surgeries).
- Advice and information services are increasingly being provided via ICT links or by telephone. It is anticipated that this trend will continue and be supported by the roll out of broadband across the County and by the new contact centre being established by Herefordshire Council.
- There are a number of services with 'outreach' officers delivering services to individuals or to groups in community buildings (e.g. village wardens, youth workers). The reach of these services varies depending on the resources available within the service and there is evidence that these services have been cut back in some cases. Access to adequate IT facilities while travelling around increases the efficiency of these workers.
- Many public and voluntary services are keen to reach those most isolated in rural communities and have experience of doing this in partnership with others. They perceive benefits for themselves, in terms of sharing costs, and for their 'customers' in terms of ease of access to theirs and others' services. Those that have expressed a particular interest in extending the reach of their services by using multi-use facilities are detailed in **Annex 2**
- Some services have identified specific needs that could be met by multi-use facilities. In particular the report into the 'Future social care needs and services for older people and adults with learning disabilities in Herefordshire' calls for further investment into 'a network of active-ageing centres in existing community buildings'. The rationale is that greater involvement of older and vulnerable adults in community-based activity will reduce the dependence on social and health care services in the longer term.
- Some services are better suited to multi-use than others. In particular, activities for young people ideally need dedicated space, even in buildings that are used for other purposes.
- Although much of the evidence is anecdotal, the services which seem to recur most often as priorities for rural communities are:
 - ***Social care and activities for vulnerable adults (preferably in a community setting)***
 - ***Activities for young people***
 - ***Culture and leisure facilities***
 - ***Essential services for those without a car or on low incomes***

Geographic Gaps

Unsurprisingly, those communities furthest away from market towns are perceived as those where there are the greatest gaps in terms access to services and multi-use facilities, particularly the Golden Valley and North West Herefordshire. Although there is also a view that those without transport in rural areas closer to market towns and Hereford City can 'miss out' because there is an assumption that everyone can travel to the centre.

There is little evidence of duplication of services, although there may be competition between venues in certain places. There are some instances of publicly owned buildings been offered at a nominal rate to voluntary and community groups, which can undercut locally run village hall or community centre. Certainly there is scope for rationalising the use of buildings, for using investment to extend the use of existing buildings (see next section on Context) and for further joint use of facilities.

There is no comprehensive mapping of either facilities or where particular services can be accessed, although many services do their own mapping. It was decided not to undertake any mapping for the purposes of this framework as its value would be limited without mechanisms in place to keep it up to date and develop it as a service planning and delivery tool (this is picked up again in our final recommendations).

3.4 Conclusions on need or demand for Multi-use facilities

➤ A one-size fits all approach will not work.

Needs and demand for particular services (and therefore the function of the multi-use facility) will vary across the County. Investment decisions therefore, have to take account of local circumstances and be driven by community demand as much as service delivery priorities.

➤ Focus on the 'Access Poor'

Public investment in multi-use facilities should seek to help those most disadvantaged by lack of access to services:

- Those without access to a car
- Older people
- Younger people
- People with disabilities or health issues
- People on low incomes
- Migrant workers

➤ No multi-use facility is an island

Local mapping of both facilities and services should ensure that any proposal fits into the local area circumstances, complementing, rather than threatening, existing provision.

4. THE CURRENT CONTEXT

4.1 Experience in establishing partnerships and joint delivery

The reality of working in a rural area means that there are many examples of community groups, voluntary sector organisations, public agencies and private sector businesses sharing buildings, ICT or mobile facilities. There are IT points in pubs, post offices in shops, community rooms in fire and police stations, a host of visiting activities and services in village halls, libraries and info shops combined in premises or on mobile units, youth centres sharing premises with other community groups, churches acting as community centres, GP surgeries and health centres offering space to private (health care) businesses.

In addition there are a number of mechanisms for staff of one organisation helping to deliver the services of another. The Info Shops are the most important of these. Also of note is the very successful sign-posting service, where professionals visiting vulnerable people at home will pick up information about other services the client may benefit from (e.g. benefits, fire safety checks, health and welfare services) and pass on the details to those that can help.

4.2 An extensive network of physical assets

Also there is a wide and extensive network of buildings with the potential for multi-use. These include:

- Village Halls and Community Centres (146)
- Schools (14 Secondary, 84 Primary, 4 Special, 3 Pupil Referral Units)
- Churches (229 + church halls and chapels)
- Youth Centres (12 plus voluntary sector sites)
- Library Buildings (10) Info Shops (6)
- Police Stations (9); Fire Stations (13)
- Mobiles (Libraries, Youth Bus, Early Years, Pensions, Age Concern)
- IT facilities (20 CAPs, 11 CRC, Internet access in library and info shops)
- Privately owned - veterinary surgeries, shops, petrol stations, pubs etc
- Sports and leisure centres
- GP surgeries and health centres

4.3 Activity related to multi-use facilities that is currently underway

There are a number of projects and programmes that are currently underway and relate directly to the development of the multi-use framework. The most notable of these are:

- The extended schools programme operates across the county. Schools are given funding to develop their own community/extra-curricular activities according to local need and demand. The funding is quite relatively limited.
- The aim of Children Centres is to offer every family easy access to integrated services in their local community. They are being developed in a coordinated way in conjunction with the development of extended schools and the integration of multi agency teams: Leominster and Hereford (2 centres in South Wye) are now open; new centres are being developed in Bromyard, Ledbury, Ross-on-Wye, Kington, Hereford city North and Peterchurch.

- An established network of Info Shops in each of the market towns and Hereford City. All of them host other services (e.g. CAB using rooms for advice sessions) and/or are co-located with other services (e.g. Kington Library and Info shop that has recently opened in a refurbished building in the town centre).
- A programme run by the Diocese of Hereford, arising from the Church of England's work in relation to the future of Church Buildings -'Building faith in our Future' – to support communities interested in developing Church buildings to host community activities and/or deliver services to local people.
- The development of a network of community run Community Access Points, providing IT facilities in rural locations for the use of local residents and community groups. These are in addition to the current network of Community Resource Centres, which offer a variety of IT and printing facilities to local groups and the internet facilities available to the public in the Libraries.
- Two new library/Info buses are about to be introduced, with a new timetable of stopping points.

The government's review of Post Office may well accelerate the rate of PO closures in the County. This issue and possible alternative solutions is being considered by the Herefordshire Council.

4.4 Conclusions – how can we build on the assets available?

In putting together the Multi-Use Framework the context it will be operating within needs to be taken into account. In particular:

There is a need to consolidate and make better use of existing buildings and facilities. This includes private sector buildings (e.g. pubs, shops) and other existing facilities (e.g. Traveller health mobile and Youth Bus could be used to deliver more services)

In many cases volunteers and community champions are the key to success. Although volunteering becomes more difficult as more people of working age are fully occupied at work, there are a growing number of active retired residents who have the energy and skills to help establish and run local facilities.

The success of Multi-Use facilities and joint delivery depends on adequately worked out partnership arrangements being in place. There is a need to build on best practice in the County and learn from difficulties. Info in Herefordshire has particular experience to offer.

Schools are often the centre of a community. The framework should ensure that the Extended Schools and Children Centres programme incorporates broad community needs. Also the Schools Review will assess any impact on the access to services for those communities where the school may be under threat of closure.

ICT is used increasingly by rural residents to access the advice and information they need. This has been supported by the roll out of access to Broadband across the County and, for those without access to the internet at home, the establishment of the CAPs. However future investment to increase the speed of internet access will be needed to ensure that rural communities and businesses are

not left behind once more. This will be part of the activity that results from the emerging ICT strategy following on from the Herefordshire in Touch programme

Use of mobile units is often limited by the availability of revenue resources (staff). Lack of finance is often the barrier to extending coverage or increasing the number of services being delivered. There is currently little call for additional mobile facilities, although there is opportunity to make better use of those that already exist, resources permitting.

Transport and non-transport solutions need to work together. Multi-Use facilities will only be successful if they help bring together the right combination of transport, fixed point and hosted delivery, mobile and virtual delivery. The Access to Services Partnership should be configured to take the strategic overview.

5. KEY ISSUES FOR THE FRAMEWORK

Interviews and consultation with key stakeholders have identified a number of key issues that need to be addressed by the Framework.

1. **Future sustainability of multi-use facilities**

There is no point investing in facilities that are not going to generate enough income to be self-sustaining. There is very little or no 'new' money within the public and voluntary sector to support the delivery of services in multi-use centres. Revenue resources would have to be diverted from elsewhere, generated through efficiency savings or raised through other means (e.g. operating as a social enterprise, where income could be raised from customers).

2. **The availability of matched funding for capital investment**

The Framework does need to identify possible sources of funding other than the RRZ programme. The Big Lottery Fund is the most likely source of substantial capital funding, but the overall fund is small compared to the level of demand.

3. **The organisational capacity within the public and voluntary sector**

Effective partnership working is a pre-requisite for joint delivery of services and/or co-location. It needs the right mix of skills, resources and organisational culture. Under-estimating the transactional 'costs' or partnership working is a potential barrier to success.

4. **Community capacity within the community**

High levels of skill and time are needed if facilities are to be managed by members of the local community on a voluntary basis (as is the case with most Village Halls and Community Centres). Access to on-going advice and support is needed to ensure the future sustainability of any community run ventures.

5. **Implementing the framework will require leadership and investment**

There is much work to be done in terms of translating the priorities in the framework into tangible results. This requires commitment from all partners, clear leadership and adequate resources.

6. **RRZ funding is only suitable for certain types of projects**

There will be a need to assess whether projects are able to deliver any AWM (economic focussed) outputs and whether the size of the project is suitable for the detailed application process that AWM funding demands. For smaller projects other

sources of funding and/or support (e.g. the NEXUS fund) may be more suitable. In addition, RRZ funding is not available to projects serving Hereford City residents.

7. Balancing need with opportunity

Since RRZ funding is only available for a limited period, a pragmatic approach is needed. Evidence of demand and need for investment will have to be balanced against the realistic assessment of whether a particular project is 'ready to go'.

6. EXAMPLES OF GOOD PRACTICE

Several examples of multi use facilities across the country were examined during the consultancy. The short time scale limited our scope, but we have tried to draw out the relevant factors that contribute to their success and therefore identify key requirements for investment.

These three examples demonstrate a range of circumstances that are to some extent mirrored in the county market towns, villages and rural areas of Herefordshire.

The Mayfair Community Centre, Church Stretton, Shropshire

The Mayfair Community Trust was established in 1996 as a charitable company limited by guarantee and opened the centre in June 1997 to give care and support to the local community. The premises are owned by the South Shropshire Housing Trust and an additional storey and more staff were made possible by New Opportunities funding in 2002.

It is centrally located in Church Stretton, close to the medical centre. Well over 200 volunteers assist a staff team of 29. The volunteers are a vital part of the Centre. Not only do they help provide services but they also create the atmosphere that has given rise to the 'Mayfair family'.

The Centre has a fundraising team. Their work is vital to the sustainability of Mayfair and in addition, they provide many enjoyable social activities.

The Centre has facilities and staff/volunteers to provide

- refreshments and meals
- arts and crafts classes
- computer facilities and courses
- a variety of leisure activities
- day-care
- support services and advice
- support groups
- hairdressing
- chiropody
- a wide range of Complementary Therapy practitioners
- health and fitness activities
- a crèche
- many volunteering opportunities
- a 'Ring & Ride' transport service
- a telephone befriending scheme
- a venue for community organisations to meet
- youth activities

The Riverside Centre, Newport, Isle of Wight

The Centre, a registered charity, was established in 1981 and is the island's principal social enterprise and provider of accessible services, promoting diversity and equality of opportunity in its employment, membership policies and partnership activities. Staff and volunteers work together and are supported by a range of partners including the local authority and the NHS Trust.

The Centre provides an ever-increasing range of services for disabled and non-disabled people, working with voluntary, statutory and independent organisations and is the home of several organisations. Facilities include conferencing, day care, advice and support, citizen advocacy, functions, meeting rooms, social groups such as carer respite groups, therapies, corporate hospitality, licensed restaurant, outside events, a gym, specialised training such as horticulture and IT and a fully equipped woodwork shop.

Newton Farm Information Centre, Hereford

Initially funded by the South Wye Regeneration Partnership's Single Regeneration Funding and given strong development support from Herefordshire Voluntary Action, the centre has gone from strength to strength and won a Queen's Award for Voluntary Service. The Centre has dealt with over 50,000 enquiries since its opening in 2005 and demand has been so great from the large number of local residents that the centre is now leasing the adjacent building to extend its premises on a peppercorn rent from Herefordshire Housing. Fundraising and financial management are ongoing concerns.

Information and advice are available to all comers, including help with housing, legal and financial issues. The centre is manned entirely by volunteers who provide information to visitors and is open every weekday. Trained advisers regularly take outreach sessions for their organisations including the CAB, local solicitors, Dash (Advice and support for drug users), the West Midlands Adoption Agency and the Red Cross community warden scheme for the elderly. The centre also runs a credit union, help for those with babies and a youth drop-in clinic.

KEY REQUIREMENTS FOR INVESTMENT

- Evidence of community demand/need for services
- Strong community engagement and active recruitment of volunteers, especially for fund raising
- A strong portfolio of different activities
- Engagement of statutory and voluntary sector service providers
- Engagement of private sector to provide services (e.g. complementary therapies)
- Established as a registered charity/social enterprise with strong governance arrangements and strong leadership
- Capacity to generate income as well as fund raise
- Expert and trained staff and/or volunteers with appropriate management capacity and a variety of skills
- Appropriate and adequate buildings equipped to a good standard and DDA compliant and/or appropriate ICT, mobile capacity etc.
- Good partnership arrangements with other local facilities where they exist
- Good transport links

SECTION TWO THE STRATEGIC INVESTMENT FRAMEWORK

1 THE PURPOSE OF THE FRAMEWORK

This multi-use framework is focussed on guiding investment (both RRZ and other investment) into non-transport solutions to access to service difficulties, which improves the delivery of more than one service. These solutions could include:

- Investment into new or refurbished buildings to facilitate the delivery of more than one service from a fixed point.
- Investment to facilitate the mobile delivery of services
- Investment into ICT infrastructure to facilitate the virtual delivery of services

The framework includes recommendations for

- The management and supporting infrastructure needed for this type of investment to make the most difference to people's lives
- Building the necessary support and partnership structures to ensure long term sustainability of the facilities

Putting together People, Places and Services

The programme needs to sit within a clearly agreed approach to improving access to services. Arriving at the correct 'solutions' involves bringing together information about people, places and services and ensuring that the correct supporting infrastructure is in place for implementing that solution.

People – Projects should focus on those most affected by the lack of services in rural areas.

Places – Projects will need to be tailored to different types of place (market town, village, and dispersed areas) and will need to complement other existing or planned provision.

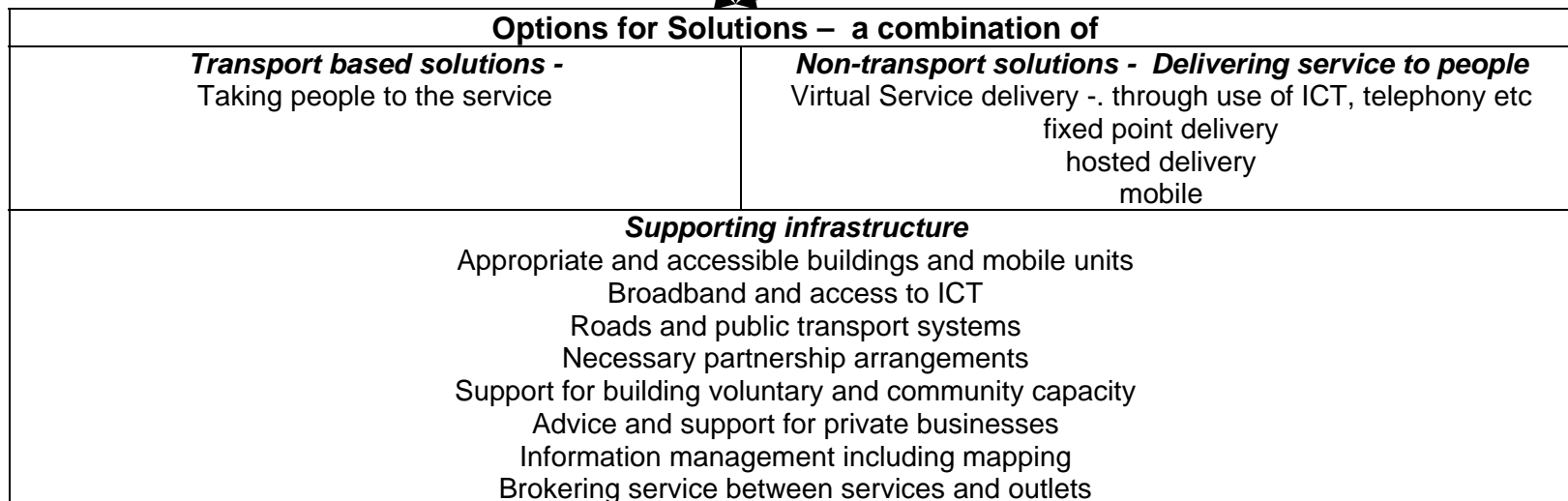
Services – Projects should provide clear outcomes for local people in improving access to the services they most need and for service providers in extending the reach of their services. They should be flexible enough to adapt to future needs.

To make the most appropriate choice for investment and to meet the criteria set out by AWM then all these three elements need to be brought together. (See Diagram 1 below)

UNDERSTANDING PEOPLE, PLACES AND SERVICES TO FIND THE RIGHT SOLUTION

DIAGRAM 1

People	Places	Services
<ul style="list-style-type: none"> • Those without access to a car • Older people • Younger people • People with disabilities or health issues • People on low incomes • Migrant workers 	<ul style="list-style-type: none"> • Scattered and dispersed communities • Villages (large and small) • Market Towns • Housing Estates 	<ul style="list-style-type: none"> • Education and Childcare • Employment • Health and Social Care • Retail • Finance/Post Office services • Culture and Leisure • Emergency Services



2 THE VISION

Herefordshire will extend the network of vibrant multi use hubs where communities can access services in an exciting cultural environment throughout the county

These facilities in towns, villages and small rural communities will

- Improve the access to services for rural residents
- Be sustainable in the long term
- Focus on those who find it most difficult to access the services they need
- Link into other local facilities
- Encourage people to work together, sharing these community assets

KEY STRATEGIC CONCLUSIONS

From the evidence of our findings, the following conclusions have guided our recommendations for the strategic approach needed to successfully deliver the Multi Use Facilities Programme:

- Strong, committed and clear strategic leadership is essential to guide the delivery of the programme
- Robust partnership working both strategically and operationally will be necessary to ensure a coordinated approach
- Joint services strategic planning and commissioning will be required to ensure the integration of service delivery in multi use hubs
- 'Showcase' models and current good practice should be evaluated and the findings disseminated to inform further sustainable multi use facility development
- Capacity building for both communities and public and voluntary sector service provider staff will enable focussed delivery to fit with local circumstances and existing facilities and initiatives
- Adequate resources will be required to translate priorities into tangible results

3 THE STRATEGY FOR INVESTMENT

An actively managed programme of investment will identify and support the development of the network of multi use hubs in different types of communities (town, village, dispersed communities)

The initial emphasis will be on innovative ‘showcase’ demonstration projects from which subsequent proposals can learn

The programme will provide a co-ordinated approach to investment in non-transport solutions aimed at improving access to services and will ensure ongoing sustainability by encouraging the necessary partnership arrangements, advice and support networks

ACTIVE MANAGEMENT OF THE PROGRAMME (see Decision-Making Flow Chart Diagram 2)

The following process is proposed as a method of actively managing the investment programme to achieve the overall vision:

1 A Register of Potential Multi Use Network Projects:

An open invitation will request communities to register their proposals for a multi use hubs network. The programme managers will build up a long list of potential projects for support and assess the proposals according to agreed criteria. An initial indicative list has been drawn up as part of the process for putting together this framework.

2 Project Assessment:

Programme managers will assess projects on the basis that they are likely to fulfil the necessary criteria for investment (see 5 below) and on how far they have progressed in achieving the following:

- Community consultation and agreement about the priorities for investment
- A realistic project proposal (including architects drawings, if needed)
- Necessary permissions
- A budget for capital investment with other funding secured or agreed in principle
- A Business Plan for future sustainability
- Partnership arrangements in place, including agreements with service deliverers

Projects will also be assessed to see if are suitable for RRZ funding – i.e. whether they will delivery any of the AWM prescribed outputs for the programme (see 3b below).

3 The Project Assessments will enable

a) Categorising of projects into a phased approach:

- Phase 1: Projects already well-developed
- Phase 1/ Phase 2: Projects that may be able to come forward quickly
- Phase 2: Projects at an earlier stage of development

- Phase 3: Projects at a very early stage of development
 - Smaller projects unlikely to be suitable for MUSIF funding, but small grants would enable service development
- b) Identification of appropriate funding routes for projects – are they eligible for RRZ MUSIF or other funding opportunities (See 8 Funding Opportunities)? Proposals will only be eligible for AWM RRZ MUSIF funding if they deliver at least some of the AWM outputs for the programme and are located outside Hereford City.
NB It may be possible to make the case for projects that do not deliver many RRZ outputs to receive MUSIF grants if other earlier large projects are already delivering the necessary outputs.
- 4 The Programme Managers will bring forward recommendations to the relevant partnership group for approval for inclusion in Phase 1 of the programme. Although RRZ funding will only be secured for a project after successful application to AWM, the local Access to Services Partnership is expected to identify priorities for investment. *This will mean deciding on appropriate indicative levels of investment by AWM as well as identifying the priority projects.*
 - 5 Phase 1 projects, whatever the funding routes, will be supported by key workers to complete the necessary feasibility, business planning and fund-raising work, building realistic and integrated proposals
 - 6 Further phase projects will be brought forward for support on an ongoing and timely basis
 - 7 Locally approved applications to AWM and other funders will be submitted as they become ready

DEVELOPING THE 'SHOWCASE' MODELS

The first phase of investment will incorporate different models of multi-use facilities, located in different sized communities if possible. In order to ensure that there are lessons learnt from these models, evaluation processes need to be incorporated as soon as possible. In addition, activity for building and strengthening the network of multi-use facilities needs to focus on mechanisms for communications and dissemination of good practice. This could include, for example the requirement to host exchange visits as part of the grant offer.

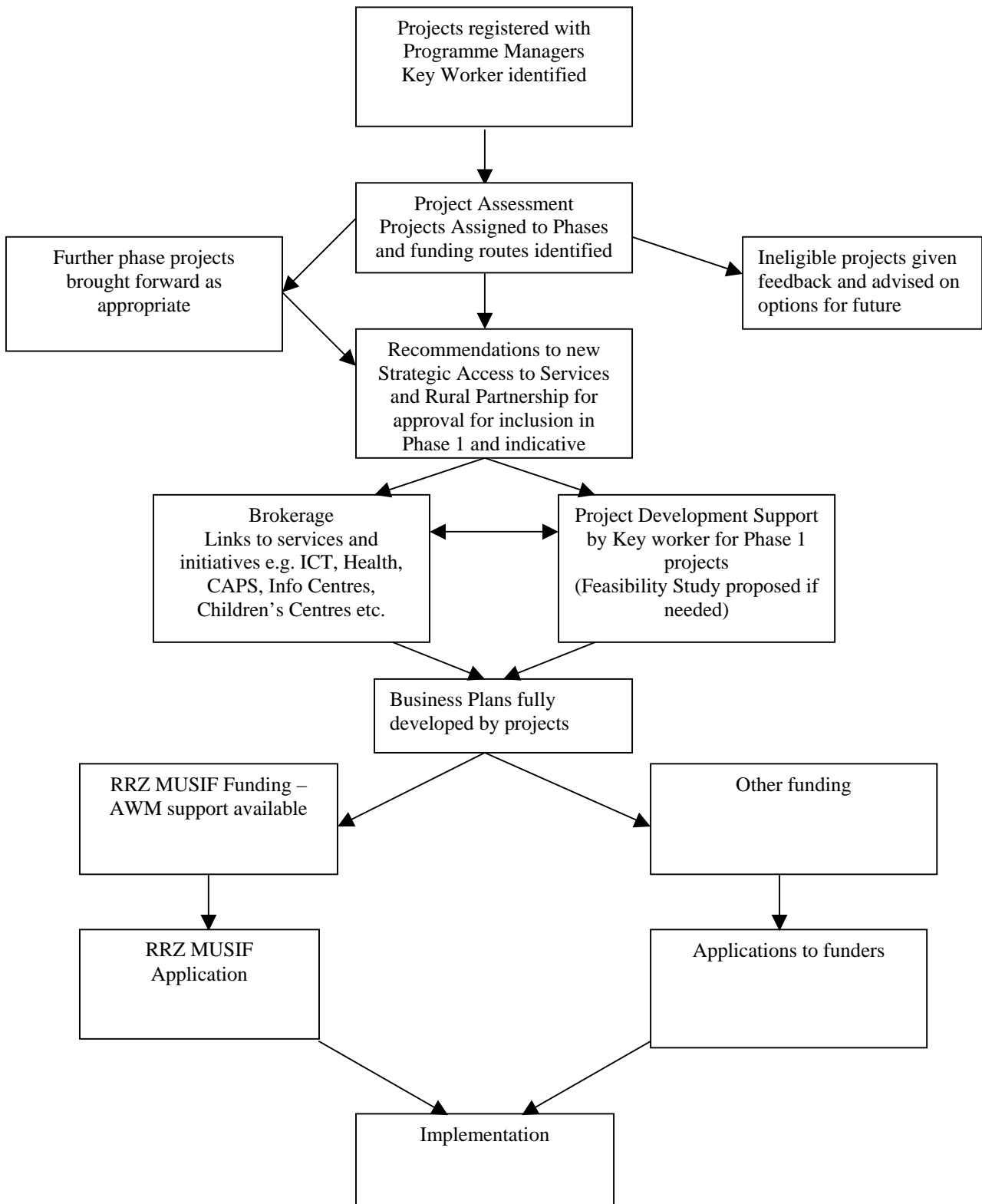
DEVELOPING A CO-ORDINATED APPROACH

The programme of capital investment into multi-use facilities needs to be supported by advice, capacity building, information management and brokering activity if it is to deliver the improvements in access to services that is envisaged. In addition the investment programme needs to have strong links with investment into transport solutions and to other partnership activity where decisions about service delivery are being made. This process for managing the investment programme is designed to maximise the opportunity for drawing down investment (by taking account of the projects' 'readiness to go') but at the same time taking a longer term, strategic approach to building local capacity for supporting sustainable local facilities. The proposed approach has strengths and weaknesses.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Allows for a high level strategic and coordinated approach to joint service delivery • Transparent and 'fair' investment priorities. • Stimulates and supports proposing organisations to work up proposals • Provides opportunity for learning from implementation • Flexible over time – projects come forward as they are ready • Showcase projects may be developed in different types of communities • Allows for different levels of investment • Enables appropriate solutions suited to local circumstances • Allows for geographic gaps to be taken into account through assessment 	<ul style="list-style-type: none"> • Requires investment in support to bring forward proposals and guide them through the process • May raise expectations that cannot be met - limited financial resources available to the programme • Adds another 'tier' to the application process

Recommendations about the next steps in establishing this coordinated approach are set out below (see below 4. Programme Management)

DIAGRAM 2
MULTI USE PROGRAMME MANAGEMENT AND DECISION-MAKING FLOW CHART



4 PROGRAMME MANAGEMENT – DEVELOPING A CO-ORDINATED APPROACH

Investment in support infrastructure is needed to deliver this programme, including resources to:

- Manage the programme
- Support the local groups in developing their proposals, business plans and applications to AWM and other funders
- Broker partnerships of service providers and delivery into the rural areas through proposed facilities
- Support implementation and delivery over the longer term
- Build and strengthen the network to encourage exchange of good practice

The following considerations are significant:

- The partnership arrangements need to be configured to provide the necessary leadership and direction
- There is patchy understanding of the implications of and the requirements for integrated services by both local groups and service providers
- Few proposals will have envisaged a truly integrated service approach, few service providers are preparing for such an approach
- No proposals are fully worked up at present
- Time is short. Herefordshire has already 'lost' a year of the RRZ programme and there is little time to make the case for further investment (after 2010)

Two roles are envisaged and the following arrangements are recommended:

4.1 STRATEGIC GUIDANCE

The Strategic Access to Services and Rural Partnership (once established) should provide

- Overall strategic guidance and direction for the active programme management
- Approval for programme managers' recommendations for communities to be supported in developing their project proposals
- Agreement for indicative funding levels for projects
- Approval for projects to go forward for funding applications
- Strong communication links to Herefordshire Partnership, in particular to the Chief Executives Group

NB The Herefordshire In Touch (HIT) Board is being reviewed and it is proposed that this board be brought together with HASP to provide overall strategic leadership by establishing a new *Strategic Access to Services and Rural Partnership*, with more operational groups focussed on specific programmes. Membership will be reviewed. One operational group is likely to be a Joint Services Delivery Group, which will work alongside any other agreed delivery groups. Herefordshire Partnership is leading on this process and hopes to have the new arrangements in place in the near future.

4.2 PROGRAMME DELIVERY AND OPERATIONAL MANAGEMENT

The Community Regeneration Team of the Herefordshire Council could provide dedicated resources to

- Actively manage the programme to deliver the vision
- Report and make recommendations on a regular basis to the Herefordshire Access to Services Partnership, seeking approval for phasing recommendations, project support and indicative funding levels
- Draw in partnership resources, both human and financial, to implement the programme, bringing together project development and service delivery
- Broker partnership arrangements for key workers to support the proposers in developing fully worked up projects and funding applications
- Ensure strong communication links to Herefordshire Partnership Officers and structures
- Build and strengthen the network of facilities and encourage exchange of good practice

It is unlikely that the programme will achieve its aims without funding identified to enable it to happen and dedicated staff to undertake this activity.

5 CRITERIA FOR INVESTMENT

Each proposal for investment should be able to fulfil the following criteria:

5.1 Need and Demand

There is clear evidence of the involvement of local geographic communities and/or communities of interest in determining need and in the project design and delivery of services – a bottom up approach. Consultation with communities should have been thorough, recent and should exhibit clear support, demand and need for the proposals.

5.2 Supply

There is confidence that the required services can actually be supplied and realistically delivered and that the supply of these services does not result in services elsewhere being impacted in an adverse way. Service providers should be working collectively to support delivery and achieve cost effectiveness, maximising resources.

5.3 Integrated services

The project should exhibit new ways of delivering services with an emphasis on integration enabled by staffed reception areas (or alternative methods of delivering access and co-ordination to maximise use) with service providers working collectively to support this and achieving cost effectiveness.

Existing and proposed initiatives should be fully embedded in proposals and proposals should exhibit a multi-agency approach.

5.4 Long term sustainability

There is evidence that proposals are sustainable in the long term:

- Financially in terms of becoming self financing through realistic income generating proposals
- There is a long term commitment to management and ownership of the facilities
- There is a realistic expectation of longevity of service provision

- There is evidence that environmental considerations have been thoroughly assessed

5.5 Fit with other initiatives and strategies

All relevant and appropriate strategies and initiatives have been taken into account within the proposals: the proposal should not duplicate or compete with other initiatives.

5.6 Readiness to Go

Enough work should have taken place through feasibility studies, planning, consultation, business planning and other project development to present a realistic proposal for investment in the near future and to give confidence to the funders that the proposal represents a good investment and value for money. A full application for investment will be required by AWM and other funders and will need to include evidence of robust business planning.

5.7 Deciding Priorities for investment

There may be a number of projects, which meet the criteria above, competing for support (whether financial or in kind) at the same time. Decisions about which projects to prioritise should be based on an assessment of how well they meet the criteria above *and* how they will deliver the main aims of the programme (see page 15). In doing so, the following factors should be taken into account.

1. How much will the project improve access to services for rural residents? Does it provide additional services or extend the reach of existing services (reaching more people)?
2. Does the project extend services that have been identified as a priority by the Herefordshire Community Strategy – e.g. social care and activities for vulnerable older people?
3. How well does the project improve services for the ‘access poor’
 - Those without access to a car
 - Older people
 - Younger people
 - People with disabilities or health issues
 - People on low incomes
 - Migrant workers
4. Does the project improve access to services in those communities where geographic gaps have been identified?
5. Does the project promote new ways of working and could provide an exemplar for other communities?

6 OTHER RECOMMENDATIONS

- 6.1 Develop early projects as 'showcase' demonstration projects – as part of a wider proactive approach
- 6.2 Embed learning by including showcase demonstration as a grant condition of identified projects
- 6.3 Explore the possibility for smaller scale investment through delegated fund NEXUS, including investment into the private sector
- 6.4 Investigate investment into CAPs, wireless technology, video conferencing facilities etc. to support trend towards virtual access to all services not dependent on a physical presence
- 6.5 Information management
- a Actively manage the phased project list
 - b Map services and delivery points county wide and maintain and update this information
- 4.6 Build community capacity including support for social enterprises

7 PROGRAMME MILESTONES – NEXT STEPS

2007	
April	<ul style="list-style-type: none"> • Framework recommendation endorsed by HP Chief Executives Group and Board • Complete discussions on HASP/HIT/Herefordshire Partnership configuration and agree Terms of Reference for a new Strategic Access to Services and Rural Partnership and a Joint Services Delivery Group • Negotiate and confirm resources for new arrangements
May	<ul style="list-style-type: none"> • Establish new Partnership and Joint Services Delivery Group and agree an early date for the first meetings • Agree and secure resources for programme management and support • Begin recruitment of programme manager/other support • Agree projects that may be ready to go forward for feasibility support
July	<ul style="list-style-type: none"> • Programme manager appointment • Publish invitation to register on Multi Use Hubs Register • Assess and categorise projects to Phase 1/2/3 • Identify key workers and any gaps • Identify those with potential for AWM funding and put in place support process • Take most advanced projects through local approval process • Develop on-going work programme for the programme including milestones for: <ul style="list-style-type: none"> Implementation of projects Capacity building and advice resources – re-configuration Networking activities between projects Information management systems including on-going mapping of services and facilities

8 FUNDING OPPORTUNITIES

The list below is a brief guide to possible funding routes for multi use projects. It is by no means exhaustive and no guarantee is given of its accuracy. Proposers seeking funding should in the first instance consult Herefordshire Partnership, Herefordshire Council Project Development Team or their community contact.

AWM RRZ

Multi Use Strategic Investment Framework (MUSIF)

A budget of £5m capital funding is available for the Rural Regeneration Zone to provide a number of multi use facilities targeted at improving access to services and opportunities for residents of the Zone. A delivery group made up of AWM and representatives of the Herefordshire Shropshire and Worcestershire Local Strategic Partnerships oversees the programme.

Funding is also available for feasibility and development work.

Contact Herefordshire Partnership 01432 383635

Nexus

AWM RRZ Funding. Grants of up to £5000 to develop community run services or introduce new services where none exist. Available to community groups, public and private sectors

Contact Community First 01684 580727 sophiem@comfirst.org.uk

BIG LOTTERY

Lottery Funding is available through a number of programmes that are available on a varying basis. These include

Community Building Programme

£50m available for approx 200 bids

Intervention £50 –500K. 100% up to £250K, thereafter formula for match

1st Stage April 2007

Full bid Later in year 25K available to work up

Contact Community First 01684 573334 rob@comfirst.org.uk

Living Landmarks

Support for churches to develop a community role

Contact Diocese of Hereford 01432 373313 wendy@hereford.anglican.org

Awards For All Heritage Lottery, Big Lottery, Arts Council

Grants for local groups of £300- £10000

One Year funding for specific project or activity

Contact 0845 275000 www.lotteryfunding.org.uk or local contacts as above

COMMUNITY FIRST

Community Champions

Grants of between £50 and £2000 to help support and develop the work of local people in changing their communities for the better. Grants can be used to pay for training, research, equipment, developing skills, visiting other groups, sharing good practice and other activities.

Contact Community First 01684 580727 sophiem@comfirst.org.uk

Elmley Arts Fund

Maximum Grant £1000 for small local projects to create new arts opportunities, reach new audiences and enable inclusion in arts and cultural activities
Contact Community First 01684 573334 heatherl@comfirst.org.uk

Local Network Fund c/o Community First

For small locally managed VCS groups. Improving opportunities for 0 –19 year olds (or 25 for those with learning difficulties). Grants of £250 - £7000
Contact Community First 01684 580729 paulined@comfirst.org.uk

HEREFORDSHIRE COUNCIL

The Project Development Team will advise on bid submissions for external funding, planning a project, finding funding and filling in an application form. The Team can try to help you find suitable grants for your project, and signpost to other people who may also be able to support your work.

Contact the Project Development Team via email projectdevelopment@herefordshire.gov.uk, or telephone 01432-261793, 260636 or 383058.

The Delegated Grants and Programmes Team administers a wide range of grants, including a Community Building Grant. Full details of the grants are available on an information sheet which is provided as a Word document. If you are want to get hold of this information, please contact the Delegated Grants Team on 01432-260753 or email delegatedgrants@herefordshire.gov.uk

18th edition Herefordshire Funding Directory

Copies available as A5 booklet or emailed Word document

Contact x3058 or email sperry@herefordshire.gov.uk.

It is also available on the Herefordshire Council website as a pdf document

Impetus

This local community development finance institution is a source of enterprise loans for individuals, businesses or community groups who have difficulty securing finance from other lenders

Contact 01684 893883 info@impetus-marches.co.uk

Lloyds TSB Foundation Community Programme

One off payment mostly – average £6000

Supports charities that contribute to community life

Collaborative funding stream - collaborative work within the sector and with public agencies

Will fund activities that encourage people to participate in and make a positive contribution to life in their community

Activities that encourage disadvantaged people to participate in cultural activities

Contact www.lloydstsbfoundation.org.uk

Faiths Community Capacity Building Fund

Small grants up to £5000

Large grants up to £30000

Support for faith and inter faith orgs for capacity building and community cohesion.

Also for inter faith activities which bring people together to talk, network and learn from one another.

Contact Community Development Foundation (CDF) 01223 400341
fundingadmin@cdf.org.uk

B&Q "You can do it" Awards

This community funding scheme has grants of up to £5000 to promote sustainable projects. This year, the scheme is particularly looking at energy and water efficiency.

Contact: B&Q website under the corporate section, www.diy.com, or by calling the 24 hour application hotline on 0845 300 1001

ANNEX 1 SUMMARY OF RECOMMENDATIONS

Herefordshire will extend the network of vibrant multi use hubs where communities can access services in an exciting cultural environment throughout the county

These facilities in towns, villages and small rural communities will

- Improve the access to services for rural residents
 - Be sustainable in the long term
- Focus on those who find it most difficult to access the services they need
 - Link into other local facilities
- Encourage people to work together, sharing these community assets

RECOMMENDATIONS CAPITAL INVESTMENT PROGRAMME	KEY CONSIDERATIONS AND NEXT STEPS
RRZ and other investment into multi-use facilities initially focussed on 'show case' demonstration projects in town, village, and small communities	Call to register an interest followed by initial assessment to identify showcase projects in towns, villages and remote rural areas. Embed evaluation process from the outset
Smaller scale investment through delegated funds, including investment into the private sector	Investigate NEXUS as fund of choice. Extension to the fund could be negotiated with AWM if it becomes over subscribed
Investment into supporting ICT - CAPs, wireless technology, video conferencing facilities etc. to support trend towards virtual access to all services not dependent on a physical presence.	To be taken forward by new Strategic Access to Services Partnership
RECOMMENDATIONS SUPPORTING INFRASTRUCTURE	KEY CONSIDERATIONS AND NEXT STEPS
Develop strategic leadership and partnership structures	Herefordshire Partnership to consider and re-configure structures establishing new Strategic Access to Services Partnership
Manage the programme through a clear decision-making process	Community Regeneration Team to co-ordinate but dedicated staff and additional resources will be needed
Information management – Mapping services and delivery points	Incorporate into programme revenue budget and Yr 1 work programme
Building community capacity including support for social enterprises	Continuum of support needed from community planning and consultation, developing proposals, building capacity for social entrepreneurship over the longer term
Support for services in extending reach and Brokerage Service	Needs proactive approach to responding to community requests for outreach services
Building the network and embedding learning	Create 'family' of multi-use hubs. Establish evaluation and dissemination mechanisms Bring together existing projects (e.g. INFO) with proposed projects Make sharing learning part of grant conditions

ANNEX 2

SERVICE SUPPORT FOR MULTI USE HUBS

THE FOLLOWING SERVICES have indicated that they are willing to contribute to the integration of service delivery and the development of multi use community hubs:

SERVICE	ACTIVITIES	POTENTIAL
HC Community and Economic Development, incl. Community Regeneration Team	Support and funding for potential projects	Not a direct service deliverer, but would support the development of the programme
Herefordshire Association of Local Councils	Support and training for Parish Councils	Supports the development of multi use where appropriate – favours assts being held by Parish Councils
Education, Training and Employment		
Connexions	Information Advice and Guidance for Young People	Use of facilities on an intermittent outreach basis when appropriate. Would pay rent. Limited resources.
HC Children’s Services	Schools Children’s Centres incl. Sure Start Early Years Mobile service	Can contribute potential sites and integrated delivery to children and families
HC Community Learning	Adult Learning	Use of facilities for courses as appropriate. Would pay rent. Limited resources.
JobCentrePlus	Employment services	Use of facilities on an intermittent basis when appropriate. Would pay rent
LSC	Post 16 commissioning and funding	Could fund Post 16 and adult courses if deemed appropriate Not a direct service deliverer
Voluntary Sector Training	Community Learning and Family Learning	Several providers are ideally placed to deliver in rural areas
Culture and Leisure		
HC Culture and Leisure Services		Willing to extend services in current sites or develop further

including Libraries, TIC and sports		outreach if appropriate. Limited resources. Some libraries already offer multi use, new mobile facilities. TICs can be installed in any facilities if appropriate
Voluntary Sector	A huge breadth of activities	Many groups and organisations are already active in rural areas
Emergency Services		
H&W Fire Service	Response and prevention activities	13 stations around county, some with current community use or potential for increased use. Actively supportive of increasing community use of buildings
West Mercia Constabulary	Police services	9 police stations across county. External use not always appropriate, but can host some community meetings etc.
Health and Social Care		
Age Concern	Mobile delivery and centres in some market towns Some work commissioned by HC, PCT	Delivery changing to integrated approach to activity for older people. 'Active Ageing' Limited resources.
CAB	Hereford and Leominster offices. Outreach in Kington, Bromyard, Ledbury, Ross, South Wye	Would like different solutions e.g. IT, video based, but these would need officer support. Very limited resources, would need to lever in additional funding.
Herefordshire PCT	Wide variety of health services. Joint working with Social Care. GP surgeries and health centres across county	Keen to link their initiatives e.g. Village Wardens, Community Workers, to multi use facilities Village Wardens: Wigmore, Kingsland, Weobley, Wellington, Ewyas Harold, South Wye x 2 Some funding available for community initiatives
HC Adult Social Care HC Prevention Service	Joint working with PCT in delivery of social care services	Moving towards greater outreach and diversification of services, keen to work with multi use facilities and possibly to disinvest in some of their current physical infrastructure Some funding available for community initiatives
MIND	Support for adults with learning disabilities	
Red Cross	Village Warden project	(See HPCT) Support for vulnerable older residents
ICT		
HC Herefordshire Connects		Keen to see innovative ways of access e.g. advanced IT solutions. Investment in wireless technology to support self service via web-site/video conferencing and to support

		outreach workers
HC Info Centres	6 in market towns	Could potentially offer expertise in project management of co-located services
Community Access Points	20 planned around county. Some in place.	Sustainability over the longer term is still an issue. Potential for further roll out uncertain.
Private Sector		
Shops, pubs, vets, petrol stations etc.		Could benefit from Nexus funding
Banks	,	Consultation indicates a wish for financial services in local facilities, in particular ATMs
Credit Unions	Financial Services for communities	Credit unions are financial co-operatives owned and controlled by their members. Money Box, Herefordshire Credit Union, well established. Further Collection Points could be established in rural areas.
Post Office		Parish Plans indicate a wish for POs in local facilities. Post Office actively working with rural communities
Voluntary Sector Infrastructure		
Community First H&W	Infrastructure support to VCS Including 11 CRCs and 146 village halls	Supporting development of community facilities and services in rural areas
Community transport schemes	Volunteer drivers	Need to be linked closely into any proposed facilities
Diocese of Hereford		Exploring opportunities for multi use of church buildings – churches, church halls and chapels. Keen to work in partnership with others
Herefordshire Voluntary Action	Community development	Willing to develop outreach in multi use facilities if appropriate e.g. base for community workers. Limited resources.
Young People		
HC Youth Services	12 Youth centres in county, some voluntary sector sites	Happy to look at potential for multi use but would have to divert existing budgets to support Centres not always appropriate for multi use Have Youth Bus that is currently under-used because of lack of revenue
HCVYS	Support for large number of young people's groups	Limited resources but keen to support approach

ANNEX 3 METHODOLOGY AND CONTACTS

The development of the framework was developed using the following methodology

Phase 1 – Collation and analysis of existing information

This phase was designed to collate all available information from both service deliverers and from existing or planned 'sites' (including buildings, ICT and mobile infrastructure). Work included:

- A desk study of existing provision, plans, data on access to services and strategic documents, including parish plans.
- A literature review of research into multi-use facilities, co-location of services and best practice.
- A series of semi-structured interviews (30) with both service providers and those who run or give advice to current or potential facilities. Interviews with colleagues in Shropshire to learn from their approach.

Phase 2 – Mapping and filling the gaps

The original intention had been to plot existing facilities and access points on GIS to identify any geographic gaps. Following Phase 1 however, it was decided that the investment in a comprehensive mapping exercise would only be of value if it was part of a longer term information management system that could be kept up to date and be used by service providers as well as users of services.

This phase consisted of the following activity:

- A Stakeholder Workshop event to test out the findings from the Phase 1 and to develop options for the framework.
- Drawing up a list of potential projects for the first phases of investment and beginning to collate some of the detail around these projects

Phase 3 – Options Development and Analysis

- Preparation of report on Findings and Options report
- Workshop event with HASP to discuss options and agree strategic approach

Phase 4 – Final report

- Development of framework and completion of draft final report
- Completion of work collating the detail on the long list of potential projects
- Presentation to HASP and dissemination of final report to wider partnership

STAKEHOLDER CONSULTATION

Lea Abbotts	HC Children's' Services
Tracy Armstrong	HC Social Care Transport
Lyn Beddis	HC Information Shops
Kaye Berry	Herefordshire Manager Connexions
Richard Betterton	HCVYS
Nina Bridges	HC Community Development
Jane Brobyn	HC Prevention Services
Pat Buchanan	HC Community Finance and Enterprise Officer
Chris Bucknell	Herefordshire Partnership (HASP)
Steve Burgess	HC Transport (HASP)
Anthony Bush	HC
Yvonne Clowsley	Herefordshire Primary Care Trust
Wendy Coombey	Diocese of Hereford
Peter Ding	HC Community Learning
Kath England	HC Prevention Services
Sue Fry	Community First Community Resource Centres
Chris Gooding	Herefordshire Partnership
Philippa Granthier	Herefordshire in Touch
Richard Griffiths	JobCentrePlus
Rob Grunsell	Community First Community Buildings Officer
Kim Hart	Kington Market Town Officer
Martin Heuter	Herefordshire Partnership Community Involvement
Tracy Hill	Hereford Hospitals NHS Trust
Julie Holmes	HC Herefordshire Connects
Helen Horton	The Alliance
Jean Howard	Herefordshire Primary Care Trust
Amelia Hughes	Herefordshire Voluntary Action
Jane Jones	HC
Penny Jones	HC Community and Economic Development
Claire Keetch	CAB
Joel Killer	Herefordshire Partnership Project Manager (HASP)
Nadine Kinsey	HC Kington Market Town Officer
Matt Leonard	Community First
Mick Ligema	HC Visitor Services
Will Lindesay	Herefordshire Voluntary Action
Peter Miles	Herefordshire Fire Service
Sheila Morgan	HC Adult Social Care
John Passmore	Ledbury, Ross Market Town Officer
Paul Paice	Herefordshire Access to Services Partnership Manager
Barbara Parkinson	Advantage West Midlands (HASP)
Magda Prail	Age Concern
Jon Ralph	HC Youth Services
Frances Roberts	Learning and Skills Council
Elspeth Rolls	Community First Capacity Building and Service Dvpt (HASP)
Peter Sowerby	Herefordshire PCT
Karen Stanton	HC Community Development (HASP)

Peter Gebbie	West Mercia Constabulary
Mike Truelove	HC Community Access Points
Adrian Turton	Leominster, Bromyard Market Town Officer
Nick Webster	HC Economic Development
Adrian Wilcox	Mind
Lynda Wilcox	HALC
Gary Woodman	Herefordshire Chamber of Commerce
Clare Wichbold	Herefordshire Partnership
Carol Williams	HC Adult Social Care
Harriet Yellin	HC Diversity Team

In addition we talked to

- Herefordshire Council Research Team
- Voluntary Sector Community Development Officers
- Local contacts for Potential Multi Use Hubs
- Shropshire Partnership
- Various project proposers

HC Herefordshire Council
HASP Herefordshire Access to Services Partnership
HALC Herefordshire Association of Local Councils
HCVYS Herefordshire Council of Voluntary Youth Services

ANNEX 4 BUILDING THE NETWORK OF MULTI-USE FACILITIES - WHICH TYPES OF MULTI-USE FACILITIES ARE SUITED TO DIFFERENT TYPES OF COMMUNITY?

POSSIBLE INVESTMENT 'SITES'	VOLUNTARY RUN VILLAGE HALLS OR COMMUNITY CENTRES (incl Churches) Provide community hub and part-time delivery of multiple services	PUBLICLY/VCS OWNED AND STAFFED MULTI-USE CENTRES Can be focussed on one client group (e.g. children and families) or info shop model	FACILITIES FOR HOSTED SERVICE OR CO-LOCATION Works well where services are compatible – e.g. vol/private sector counselling in GP surgery, schools with family training sessions	LOCAL ENTERPRISES (SOCIAL OR PRIVATE) Many examples across the County but needs encouragement to extend services offered	MOBILE SERVICES Some are under-used (youth bus) because of revenue difficulties – little call for more	VIRTUAL – ICT TELEPHONY Information and advice services increasingly accessed virtually
Very Small and Scattered community	X Generally not available in smaller hamlets or limited to social use	X Not viable in small communities	X Facilities not available in smaller communities	√ Opportunities for Shops, pubs, petrol, stations to offer more public and other services	? Implies delivery direct to homes. Some examples – PO pilot home delivery service	√ Offers great opportunities for most scattered communities
Small Village	√ Good network in place – opportunity to extend services delivered and better transport links to bring people in	X Not viable in small communities	√ Some opportunities using primary schools	√ Shops, Post Offices etc on the decline. Encouragement to diversify will help survival	√ Suitable for small villages, but unlikely to be able to serve all	√ Offers important opportunities for those in small communities who are 'access poor'
Large Village	√ Good network in place often offering variety of activities and services	? Unlikely to be viable in this size community unless v remote with large catchment area	√ Many examples – e.g. fire or police stations with community room; school, GP surgeries, libraries	? Public investment probably not needed because specialist provision available	√ Often key stopping points for mobile	√ Public provision needed for those without home access
Market Town	√ Varies across 5 market towns. Some without single community focus	√ Only suitable to market town, providing good opportunity to bring services together in one location	√ Many examples – e.g. fire or police stations with community room; school, GP surgeries, libraries	X Public investment not needed	? Only very specialist services – e.g breast screening	√ Public provision needed for those without home access
Housing Estate	√ Many without, but can provide community hub	X Unlikely to be viable	√ Possible where existing facilities available – e.g. health centre	√ Shops on estates could be encouraged to offer more services	√ can serve communities who are most disadvantaged	√ Public provision needed for those without home access
TYPES OF SERVICE	Focus on culture and leisure activities. Can also provide access to training, health services, social care, childcare and occasionally shops and post office	Various Face to face advice, information and counselling. Health and social services Culture and Leisure Education and Childcare	Emergency services Education and Childcare Outreach advice and information Peripatetic health and social care services Youth activities	Finance/Post Office Retail (social ent) ICT hubs Peripatetic training Advice and information points	Library/Info Youth Travellers health Age Concern mobile Pensions bus? Under 5s ?	All types of advice and information. Online forms, banking, shopping. Business facilities (e.g. desk top publishing Social interaction

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The Hereford city projects below represent the work currently exploring the potential of multi use delivery or projects that are already beginning to work in this way. Some are more developed than others and not all of them will be eligible for MUSIF funding, but all need to be taken into consideration within the overall strategic approach.

Edgar Street Grid

As part of the development of this large regeneration project, opportunities for multi use facilities are being explored.

South Wye Community Buildings

These buildings have been developed with SRB funding over the last few years. They are at various stages of development and some may be appropriate for further funding to develop multi use delivery

- Putson Community Hall
- Hinton Community Centre
- Hunderton Community Hall
- Redhill Residents Centre
- Newton Farm Information Centre
- Rotherwas Industrial Estate
- St. Francis' Centre
- Haywood Country Park

College Estate

Herefordshire Voluntary Action is undertaking work on the needs and opportunities in north Hereford.

Canal Road Day Centre

This city centre site lies within the remit of Herefordshire Council's social care department and is exploring ways of delivering a more holistic and enhanced service within the city.