

LEARNING POINT 39

health and regeneration: shared premises

FOR MORE INFORMATION

If you would like more information about any of the issues mentioned in this learning point, please contact:

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For more about the work of FOSS, LIFT and the HUB:
Front Office Shared Services (FOSS):
www.idea.gov.uk

The Local Improvement Finance Trust (LIFT):
www.dh.gov.uk

The HUB: www.scotland.gov.uk

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Read more about these initiatives in our Profiles.

Other formats

You can also ask for this publication in large print, Braille or audio cassette, and we also provide translations into other languages. Please contact 0131 479 5162 or email translations@communitiesscotland.gsi.gov.uk.



What are learning points?

Learning points share what people have learned from their experience in regeneration – from people working or talking together, or from research into issues and evaluation of what is happening. Learning points can help people and organisations to improve their practice through identifying what works and what doesn't.

What is this learning point about?

This learning point looks at how health and other regeneration partners share premises (a way of working together sometimes called 'co-location') to provide better and more integrated services. It considers the different ways, the challenges and the lessons of sharing space.

The views expressed in learning points are those of participants at various events and are not necessarily shared by their employers, the Scottish Centre for Regeneration (SCR) or the Scottish Government.

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Providing a range of services from a single location can benefit users of services, and improve the way partners work together, for example by integrating information technology and telephone systems, reception services and so on.

Where did this learning point come from?

The Scottish Centre for Regeneration (SCR) has been working in partnership with the Glasgow North Regeneration Agency and North Glasgow Community Health and Care Partnership to identify where and how health and regeneration partners across the UK have worked together to build or adapt shared premises.

This learning point is drawn from research SCR commissioned on these approaches. The research will inform plans for the development of a local health and regeneration hub (or campus) in Possilpark, Glasgow.

What are the important issues?

- What can we learn from other initiatives that have developed shared premises?
- How can sharing premises result in improved services for the community?
- In what ways can different agencies share space?
- How do you develop shared services that will meet the needs of a community and successfully bring together a range of staff from different agencies?

What is known already?

A number of organisations offer shared services, often called 'hubs' or 'one-stop shops'. Their numbers are growing, but the way partners work together varies. Some share only premises and the costs of running their centre. Others train staff to work for several partners. Some organisations jointly appoint staff. It is up to each partnership to decide the best way to provide shared services.



Several government initiatives have promoted the benefits of shared services and supported their development:

- The Front Office Shared Services (FOSS).
- The Local Improvement Finance Trust (LIFT).
- The HUB (part of the wider Scottish Government initiative – Joint Future).

Sharing premises has many benefits including:

- better access to (and widening the range of) local services;
- joint working between agencies that results in improved and better-used services; and
- efficiency savings for partners.

What has been learned?

For any development of this kind it is important that partners share the same vision – and agree on whether they want to be fully integrated or simply share the same space.

There are also a number of practical lessons that can be helpful for the development of shared premises.

Building the premises

- It is important to take early decisions about the design and detailed specification of the building. Detailed planning will help to make sure that the budget can meet building costs.
- It is sensible to agree that no changes should be made once the specification is agreed, and to make clear that a partner requesting any changes would need to pay for them.
- Keep management structures clear and simple during the building contract. This can help prevent delays in completing the project. It is worthwhile employing an independent project manager who can speak for all partners and liaise with the contractor.

Management

- The project manager would be responsible for dealing with any issues that might arise from several agencies working together or being co-located.
- Developing formal structures such as working groups where staff and managers meet to solve problems is also useful. It is also a way of encouraging better joint working.

Integration of staff and services

- It can be difficult to get staff from different agencies to work together. Early integration before and during the building work can help. Consult all staff jointly rather than with each agency in isolation. Make staff aware of what each of the sharing agencies do and how they can benefit from working together. Regular group events where such information is shared can be helpful.
- Where services are integrated, the quality and efficiency of has improved. For example, where reception duties are shared between partners, there is a better sense of integration.

Referrals between partners increase with effective joint working.

Community involvement

- It is important to involve the community before, during and after the building work. Community support the new centre is crucial if a project is to be sustainable.
- Make sure that the local community clearly understands the role they can play in influencing decisions about the project. Many initiatives of this kind have the community formally represented in their management structures.

Access our Profiles for examples of where people have come together to share premises.

What next?

Partners in north Glasgow will use the research to help them develop their own plans for shared premises. They will share the lessons with local partners and may also arrange visits to some of the projects identified in the research.

