

# Governance and implementation



Robust governance ensures consistency, accountability and strategic alignment across the employment model. This section sets out the structures, roles and decision making processes that guide delivery, alongside the operational systems that keep the Hub, Hub on Tour and partners co-ordinated, agile and responsive to changing local needs.

## Roles and accountability

Clear roles and lines of accountability ensured the Hub and Hub on Tour operated consistently, maintained quality and remained aligned with wider council priorities.

- **Hub manager leads strategic direction and oversight** – the manager co-ordinates staffing, oversees delivery standards, manages relationships with senior leadership and ensures alignment with economic development priorities.
- **Recruitment co-ordinators handle dual-facing delivery** – staff support people with job search and training while also working directly with employers to understand vacancies, design recruitment events and secure placements.
- **Outreach officer drives Hub on Tour implementation** – a dedicated officer plans sessions, builds relationships with community venues and leads three to four days of outreach activity each week.
- **Tutors and learning staff ensure educational quality** – they design and update curriculum content, assess learner readiness, integrate employer feedback and maintain teaching standards.
- **Partners share responsibility for barrier removal** – housing teams, public health, VCSE partners and DWP staff contribute to solving issues such as transport, digital access and well-being.
- **Leadership holds ultimate accountability** – monthly reporting to the assistant director and chief executive ensures scrutiny, performance management and continued organisational support.

# Guiding the process

Governance relied on structured planning, partner co-ordination and continuous communication, ensuring the initiative operated smoothly across multiple venues and agencies.

- **Planning anchored around shared calendars** – outreach schedules were co-designed with family Hubs, libraries, churches and VCSE groups to align with existing activity and maximise impact.
- **Dedicated communication channels kept teams aligned** – informal Teams chats and quick message threads replaced slow processes, ensuring consistent co-ordination between tutors, co-ordinators and transformation leads.
- **Provider partnership forums supported system-wide alignment** – quarterly meetings kept partners updated on new programmes, resolved operational issues and ensured people could access multi-agency support in one place.
- **Data-informed planning** – registration mapping, sector intelligence and outcome trends shaped decisions on where to focus outreach and how to adjust provision.

# Measuring progress

Progress was monitored through structured reporting, data tracking and collaborative review, ensuring the model remained focused on meaningful, measurable outcomes.

- **Monthly performance reports to senior leaders** – the team consistently provided summaries of employment outcomes, event attendance sector placements and engagement levels.
- **Ward-level registration mapping** – tracking where people registered enabled the Hub to evidence improved reach into previously underserved areas.
- **Monitoring employer engagement and return rates** – the frequency of employer participation in interview days and events was used as a proxy for trust and satisfaction.
- **Tracking course throughput and learner progression** – the Care Academy monitored attendance, qualification completion, interview outcomes and movement into roles.
- **Event-day data collection** – immediate feedback on attendance, barriers and employer experiences ensured rapid operational adjustments.

# Branding and communications that build trust

“People often say they didn’t realise the Hub was run by the council – and that’s a good thing. We set out to create a place that feels modern, welcoming and different, so people want to come through the door.”

**Julie Marsden**, Economic Development Manager,  
Stockton-on-Tees Borough Council

The Hub’s modern, welcoming identity – supported by clear visual design and targeted digital outreach – builds trust by helping residents feel comfortable, informed and confident to engage.

- **Neutral, welcoming identity** – a modern design, clear internal layout and calm environment make the Hub approachable for all residents.
- **Strong visual communication** – window screens, signage and consistent branding help people understand the Hub’s purpose immediately.
- **Targeted digital outreach** – postcode-focused social media and positive stories build familiarity, visibility and trust.





## Key decisions

- The team established monthly reporting to senior leadership, ensuring consistent oversight, rapid decision-making support and a clear organisational mandate that strengthened long-term stability and accountability across the initiative.
- Operational communication shifted from formal meetings to fast, informal digital channels, allowing staff and partners to resolve issues immediately and maintain momentum during busy delivery periods.
- Governance was grounded in data-led decision-making, ensuring programme evolution, role creation and resource allocation were justified by evidence rather than assumptions.

## Key learning

Key learning from governance and implementation highlights the importance of clarity, trust and adaptability in co-ordinating a multi-agency employment model.

- **Clear roles create efficiency** – distinct responsibilities for outreach, employer engagement, teaching and leadership prevent duplication and allow staff to specialise in what they do best.
- **Data must be embedded, not optional** – tracking outcomes, registrations and employer engagement enables timely course corrections and builds credibility with leadership and partners.
- **Governance needs flexibility built in** – the ability to adapt quickly, due to weather disruptions, employer timetable changes or learner needs, is essential for real-world delivery.
- **Co-location accelerates problem-solving** – when partners operate in shared spaces, barriers are addressed faster and people experience a seamless journey.

