

HEALTH AND WELLBEING BOARD

DATE	5 th July 2021
REPORT OF	Cllr R Shepherd, Portfolio Holder for Safer and Stronger Communities
RESPONSIBLE OFFICER	Helen Isaacs, Assistant Chief Executive
SUBJECT	Creating a Wellbeing Hub
STATUS	Open
FORWARD PLAN REF NO.	N/A

CONTRIBUTION TO OUR AIMS

The proposed hub will co-ordinate activity across the Voluntary sector, enabling a single access point for people needing support and ensuring that people are signposted to the most appropriate organisation.

EXECUTIVE SUMMARY

The role and importance of the Voluntary and Community Sector was highlighted during Covid. The sector flexed how it operated and work in close partnership with the public sector to ensure vulnerable members of our community were effectively supported. What the pandemic highlighted was that there is no central co-ordination of VCS activity, no clear mechanism of people able to contact the 'sector' and access the help they need. The proposal for the creation of a Wellbeing hub is a sector led approach to address this gap and is being presented to the Health and Wellbeing Board with the support of the Sustainable Communities Board.

RECOMMENDATIONS

1. That the Health and Wellbeing Board note the progress to date on developing the business case.
2. That the Board notes that £200,000 has been made available to enable the setup of the hub and to plan in more detail for future phases.

REASONS FOR DECISION

The Wellbeing Hub will be a key resource for the Health and Wellbeing Board, it will enable community insight to be gained and fed into the Board, given a real time, on the ground view of the impact of initiatives that are being delivered. It can enable more effective community engagement and involvement and may also lead to financial savings if people are prevented from needing more intensive support as they feel able to access community-based support that is focussed on prevention and early help. The Hub will also support the new Wellbeing academy and initial discussions have already taken place.

1. BACKGROUND AND ISSUES

- 1.1 The attached business case gives more detail but the key issues are;
The Covid-19 pandemic has demonstrated that community organisations can lead on and co-ordinate support across a range of specialist areas. It

also highlighted that when people, places, the social sector, the private sector and the public sector work together, the whole is greater than the sum of its parts.

- 1.2 The community wellbeing hub will bring together key VCS and public sector partners into one hub, through which local people can access community-based activities, support and enablement across a range of areas, including health, wellbeing, learning and skills, housing, education and employment.
- 1.3 There will be a single route into the hub, with an integrated team of trained staff from the partner organisations triaging and signposting residents into community-based support, or where appropriate statutory provision. By working with and complementing the Single Point of Access (through which statutory provision for health, adult social care and mental health is accessed), the hub will stop people 'falling through the net' if they don't meet the threshold for statutory services. It is recognised that people may have needs which, when taken in isolation, do not meet the criteria for intervention from statutory services, but which, when combined, create many difficulties for an individual.
- 1.4 The hub will take an holistic approach, focusing on the outcomes that an individual wants to achieve, and helping them to achieve these through connecting them to appropriate community and/or statutory provision. The hub will also be a single point of contact for statutory and/or medical services wishing to signpost service users into community-based provision and support, ensuring that access to support is simplified.
- 1.5 The hub will also help to create resilient communities that are self-supporting. It is recognised that individuals are not only recipients of services but are assets within their local communities. By taking a person-centred approach and focusing on what matters to each individual accessing the hub, residents will be given the chance to take control of aspects of their life, with support if needed, and will be supported to become involved in community life. This will ultimately help to reduce demand on public services, increase community resilience, and improve the quality of life of local residents.
- 1.6 The investment of £200,000 to setup the hub will enable all preparatory work to be undertaken, fund a lead officer for 9 months to develop future phases and to secure external funding and establish partnership working agreements that will be the foundation of a more collaborative way of working moving in to and beyond Covid recovery.

2. RISKS AND OPPORTUNITIES

- 2.1 This is a pilot approach building on the experiences of Covid and work across the VCS sector over the last few years. There is a risk that the hub approach will not deliver the anticipated outcomes, or that the future phases of the hub are unaffordable or unsustainable.
- 2.2 The Hub offer a real opportunity to optimise collaborative working across the VCS sector, utilising existing resources in a way that delivers better outcomes

for vulnerable individuals and proving the concept in a way that attracts additional external funding and allows the sector better access to commissioning opportunities. There is also a real opportunity to develop and embed an approach to early action and prevention that creates long term savings as people are prevented from needing higher cost intensive care through the support that the hub will provide.

3. OTHER OPTIONS CONSIDERED

The hub proposal has been discussed within the sector over the last 3 years. Various options have been considered and the proposal outlined within the business case is seen as the most deliverable option.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

The launch of the hub will need to be communicated and will be VCS led with partner input.

5. FINANCIAL CONSIDERATIONS

Initial cost details are included within the attached business case.

6. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None arising directly from the report.

7. CONSULTATION WITH SCRUTINY

None to date but updates can be provided to the Safer Stronger Panel.

8. FINANCIAL IMPLICATIONS

The set up costs and short-term appointments are proposed to be funded from Contain Outbreak Management Fund Government Grant. However to keep within the conditions of this grant the funding must be spent within 2021-22 and from the Business Case this does not look to be the case in which case that element of the funding incurred post 31st March 2022 will not be available.

No funding has been approved to cover ongoing costs, though bids for Lottery grant and funding through partnership arrangements are to be pursued but in the absence of this a decision will need to be taken on whether it can continue post 31st March 2022.

9. LEGAL IMPLICATIONS

At the present time the notion of the Wellbeing hub is in its formative stages and will be subject to internal Council governance arrangements. The Health and Wellbeing Board has a clear mandate to encourage stakeholders to work in an integrated way in the delivery of services and it is right that such proposals are subject to early engagement with the Board

10. HUMAN RESOURCES IMPLICATIONS

Specific HR advice will be provided around the staffing arrangements as referred to within the business case, ensuring that process, contractual

arrangements are undertaken in accordance with policy and legislation.

11. WARD IMPLICATIONS

Impact will be across all wards

12. BACKGROUND PAPERS

Business case attached to the report.

13. CONTACT OFFICER(S)

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Community Wellbeing Hub

Business Case

February 2021

Introduction

The Covid-19 pandemic has demonstrated that community organisations can lead on and co-ordinate support across a range of specialist areas. The pandemic has also highlighted that when people, places, the social sector, the private sector and the public sector work together, the whole is greater than the sum of its parts.

Recognising that what services can offer in partnership is greater than what can be offered in isolation, a community wellbeing hub will bring together key VCS and council partners into one hub, through which local people can access community-based activities, support and enablement across a range of areas, including health, wellbeing, learning and skills, housing, education and employment.

Scope and purpose

There will be a single route into the hub, with an integrated team of trained staff from the partner organisations triaging and signposting residents into community-based support, or where appropriate statutory provision. By working with and complementing the Single Point of Access (through which statutory provision for health, adult social care and mental health is accessed), it is hoped that the community wellbeing hub will stop people 'falling through the net' if they don't meet the threshold for statutory services. It is recognised that people may have needs which, when taken in isolation, do not meet the criteria for intervention from statutory services, but which, when combined, create many difficulties for an individual. The community wellbeing hub will take a holistic approach, focusing on the outcomes that an individual wants to achieve, and helping the individual to achieve these outcomes through connecting them to appropriate community and/or statutory provision. The hub will also be a single point of contact for statutory and/or medical services wishing to signpost service users into community-based provision and support, ensuring that access to support is simplified.

As well as simplifying access to support, the community wellbeing hub will also help to create resilient communities that are self-supporting. It is recognised that individuals are not only recipients of services, but that they are assets within their local communities. By taking a person-centred approach and focusing on what matters to each individual accessing the hub, residents will be given the chance to take control of aspects of their life, with support if needed, and will be supported to become involved in community life. This will ultimately help to reduce demand on public services, increase community resilience, and improve the quality of life of local residents.

Key Partners

The key partners in the community wellbeing hub are: Thrive NEL, Centre4 Advice Service, Live Well NEL and CareLink. However, ongoing and widespread engagement with public sector, private sector and VCS partners as well as local residents will occur when developing and operationalising the hub, ensuring that residents can be connected to community-based support and enablement and to new and existing peer support networks. The community wellbeing hub will be able to build on, develop and utilise existing digital solutions (such as the Simply Connect database of community-based support and provision) to ensure that residents can access community provision.

The model

An entirely medical model of support does not work for everyone, likewise an entirely social model does not work for everyone, meaning a balance must be struck. A community wellbeing hub will enable the borough to respond to complex issues spanning a range of areas including health, welfare, unemployment and housing. It will do this by:

- Increasing collaboration and co-ordination between the community, VCS sector, statutory services and the local authority.
- Strengthening and increasing the sustainability of the VCS sector.
- Ensuring that residents have personalised, coordinated and simplified access to community-based activities, support and enablement which will benefit their health and wellbeing.
- Ensuring that residents can receive early intervention and support before their needs escalate.
- Ensuring that there is 'No Wrong Front Door'.
- Taking an asset-based, person-centred approach where residents are not seen only as recipients of services but are supported to sustain themselves in community life.
- Increasing the capacity and resilience of local communities and the VCS sector.

Additional outcomes anticipated as a result of establishing and maintaining a community wellbeing hub are:

- More sustainable and resilient community-based provision and activity operating across the Borough in a number of different community venues.
- A coordinated VCS sector able to respond to public sector commissioning and demonstrate its impact/social value.
- Action on health inequalities through treating place and not just people.
- Place based social action led by people within the community with an interest in improved individual and community outcomes.

The wellbeing hub will not be a physical building, but rather a way of working supported by appropriate infrastructure. Initial investment will be required to establish the appropriate infrastructure and there will also be running costs to oversee and manage the hub's aims and objectives. Initial work required to develop the hub includes:

- Establishment of a board of key stakeholders to form a steering group which can oversee the implementation and the ongoing sustainability, monitoring and evaluation of the community wellbeing hub.
- Recruitment of a senior officer with established links across the VCS sector and with public sector partners to work 3 days per week for 12 months to:
 - Develop and implement a delivery plan
 - Engage with the VCS, the public sector and local people to co-produce a model that best meets community needs, to obtain widespread buy in for the hub and to identify the key community issues that should be prioritised in the first phase of the hub's development.
 - Develop a 'map' of the specialisms within the call centre and an operating model outlining how people will access the system, find appropriate community activities and support and how organisations will make themselves accessible to people via the system. The map will include organisations from across all sectors so that it is clear who needs to be involved in co-producing a new/different way of working.
 - Identify ongoing costs and potential income streams (including sponsorship, grants, loans, and commissioned activity, etc.).
- Recruitment of 2 F/T Wellbeing Connectors/call takers. 3 months of this resource is already available and can be transferred into the hub.
- Establishment of a 'call centre', which will enable the hub to take calls, connect callers to community provision and delegate work to partner organisations as required to meet the desired outcomes of that caller. The call centre needs to be connected to key teams to ensure that a rapid response can be implemented.
- Development of a shared outcomes measurement system, supported by appropriate data collection mechanisms, to enable measurement and monitoring of the impact of the hub as a whole and the impact/contribution of its constituent partner organisations.
- Investment in key organisations to enable them to adapt working practices in line with the new hub arrangements – may include IT / policy / working arrangement changes / adaptations.

There will be a phased approach to the development of the hub, potentially focusing initially on support for certain issues (such as health and skills to support Covid recovery in the community) in order to prove the concept, before then scaling up delivery to other issues.

How this meets strategic priorities' of the area

The Council's key priorities are to build a stronger community and a stronger economy. The community wellbeing hub will help residents to sustain themselves in community life and access community-based support which will benefit their health and wellbeing. This early intervention and support will reduce escalation of need and thus the need for intervention by statutory services. The community wellbeing hub will therefore help to create resilient communities that are self-supporting, reducing demand on public services and improving the quality of life for local residents.

Likewise, a community wellbeing hub will be a collaborative system focused on achieving the best outcomes for place and people rather than for individual organisations. An independent, co-ordinated and sustainable voluntary and

community sector, taking a place-based, collaborative approach to working with the council and partners to meet the needs of local people will help to deliver a range of outcomes for the people and place of North East Lincolnshire. For example, evidence highlights not only the importance of community-centred contributions for improving health and reducing health inequalities, but also that focus is needed on joint working between civic functions, local services and the community sector if a population-level change in health and health inequalities is to be seen (Public Health England, 2019).

Evidence shows that local area coordination, a similar concept to the community wellbeing hub, produced the following outcomes when introduced in Australia:

- Increased individual, family and community resilience
- Reduced demand for services
- Reduced isolation and loneliness
- Increased choice, control and contribution
- Increased inclusion and citizenship
- A simplified system for local people
- Catalyst for reform.

The community wellbeing hub will contribute to social value locally by:

- tackling disadvantage and addressing health inequalities, including inequality caused by the wider determinants of health
- driving social and economic opportunities for local residents, for example, by connecting residents to jobs and training, and by capitalising on existing community provision such as the Ethical Recruitment Agency
- maximising its long-term impact by building the capacity of the VCS sector, targeting resources on key local issues, building on specialist work across the sector and plugging any gaps that exist through community led action.

Potential return on investment (the economic case)

By ensuring residents are connected to holistic support, including community provision for a range of complex issues such as welfare, unemployment and housing, not only are we strengthening the resilience of communities and the individuals within those communities, but by helping individuals to take control of their lives we can also maximise the economic potential of communities, thereby strengthening the local economy and residents' spending power.

The economic and social value generated by community organisations will be maximised when organisations work in partnership to better meet needs. Likewise, a more coordinated VCS sector, working collaboratively with the council and partners to meet the needs of local people through the establishment of a community wellbeing hub will not only generate additional social value for North East Lincolnshire, but it will also reduce costs for statutory services by:

- Preventing crises (such as eviction or health emergencies) through early intervention and support.
- Supporting people to achieve better outcomes, such as increased social networks, increased employment and improved mental and physical health.
- Making better use of and capitalising on existing community resources, thereby freeing up staff time in statutory services.

In November 2018, it was estimated that the social value created by Centre4 alone was £5.6million. Smaller community focused activities also deliver significant social value. For example, it was also estimated in 2018 that the various classes run in Centre4 by PT Evo and the community gym created a social value of £167k (based on 100 people taking part once a week in ‘keep fit’).

Using Greater Manchester Combined Authority (GMCA) Research Team’s unit cost database, which can be used to calculate the fiscal savings generated by interventions, it can be estimated that in 2021/22:

- For each person moving from Job Seekers or Employment Support Allowance into paid employment as a result of support from the hub, there would be an annual saving to the public sector (DWP) of more than £13,000 per year and an economic value of between £15,468 and £18,774 per year.
- For each homelessness application prevented, there would be savings of approximately £3,000 for the local authority.
- For each person supported to obtain an NVQ Level 2 qualification there will be a net increase in earnings or growth in the local economy of £535 per person, per year.

Project Outline

Activity	Start Date	Timescale to completion
Establish a board of key stakeholders to form a steering group which can oversee the implementation and the ongoing sustainability, monitoring and evaluation of the community wellbeing hub.	01/07/2021	31/07/21
Recruitment of a senior officer with established links across the VCS sector and with public sector partners to work 3 days per week for 12 months – see activity below.	01/07/2021	ASAP
Recruited senior officer will: <ul style="list-style-type: none"> • Develop and implement a delivery plan. • Engage with the VCS and public sector to co-produce a model that best meets community needs and to obtain widespread buy in for the hub. • Develop a ‘map’ of the specialisms within the call centre and an operating model outlining how people will access the system, find appropriate community activities and support and how organisations will make themselves accessible to people via the system. • Identify ongoing costs and potential income streams. 	01/08/2021	9 months

Establishment of a 'call centre', which will enable the hub to take calls, connect callers to community provision and delegate work to partner organisations as required to meet the desired outcomes of that caller.	01/10/21	Max 6 months
Development of a shared outcomes measurement system, supported by appropriate data collection mechanisms, to enable measurement and monitoring of the impact of the hub as a whole and the impact/contribution of its constituent partner organisations.	01/10/2021	31/10/2021
Identify investment requirements for key VCS organisations that will lead on the key outcomes (wellbeing, health, skills, employability, housing, debt etc.)	1/10/2021	

Budget

Phase 1 budget - Community Wellbeing Hub

Item	£	Details
Initial set up costs (one off)		
One off set up costs – call centre	20000	Investment in IT/Phone system
Sub-total	20000	
Ongoing costs - Year 1		
Coordination	30325	x 3 days per week senior officer
wellbeing connectors/call takers	33558	x 2 FTE x 9 months - could be supported by link workers/wellbeing team on a duty advisor basis
Simply Connect Administrator	11573	x 6months
Volunteer Coordinator	23146	
Out of hours call takers	5000	Provided by Carelink evenings and weekends
Rent for Call Centre	5000	co-location in Carelink?
Training/Travel	5000	
Stationery/resources	1000	
Marketing/promotion	5000	
Annual recurring costs- IT/Phone system	4800	
Annual hosting and maintenance of Simply Connect database	4560	
Overheads and Management fee	12896	10% of project costs
Contingency funding	12896	10% of overall budget for Phase 1
Investment in lead VCS organisations as identified by project co-ordinator		Use of remaining funding to balance to £200K
Sub-total	154754	
Total	174754	

Risks

Financial: There is uncertainty surrounding recurring costs for the staffing for the call centre. The community wellbeing hub will be operated by existing staff within the partner organisations (Thrive NEL, Centre4 Advice Service, Live Well NEL and CareLink). However, we know that whilst it took time to embed the Single Point of Access locally, demand for the SPA subsequently increased. There is therefore uncertainty regarding the initial and ongoing take up and demand for the community wellbeing hub, and the impact of this demand on staffing needs and associated costs in the long-term. Nonetheless, the senior officer recruited to carry out initial development work for the hub will be tasked with the identification of an ongoing budget and potential funding streams. As the community wellbeing hub is projected to produce savings for statutory agencies, in the long-term there may also be opportunities to re-invest savings if further enhancement of the hub was required.

Delivery: failure to recruit a senior officer for initial work to develop the hub; this would delay timescales for project. However, the community wellbeing hub is a collaborative effort between key VCS and public sector partners, which maximises the resource and mechanisms available to support recruitment efforts.

Reputational: No reputational risks are foreseen in the establishment of the community wellbeing hub. Building on the existing delivery of the VCS sector, the hub aims to stop people 'falling through the net' and is projected to have a range of positive outcomes for individuals and communities. Likewise, ongoing and widespread engagement will occur when developing and operationalising the hub.

Broader Impact on VCS

The VCS has said that current commissioning practices have led to:

- limited commissioning options that are constrained within organisational structures and procedures instead of focusing on outcomes sought by residents
- a lack of VCS involvement and restricted use of service user knowledge in assessing local need and design of services
- imbalance in the relationship between the VCS and the council, with the views of the sector not always fully valued
- approaches to procurement routes and specifications which are perceived as having a detrimental impact on VCS organisations. This includes a lack of experience, capacity or finance within the VCS to create tender documents and compete with the commercial sector
- complex and bureaucratic processes which it is felt impede VCS organisations from tendering for public services and may cause VCS organisations to incur higher costs and absorb all the risks when acting as local sub-contractors for larger organisations

Historically the VCS sector has also been seen as a 'cheap' option to pick up issues that have had public funding reduced or removed, which is not a sustainable model.

This insight has informed the development of the concept of a community wellbeing hub. Coordination and collaboration across the VCS sector to deliver an improved

voluntary and community offer will deliver a variety of benefits in terms of building the capacity of the VCS sector, including:

- a more coordinated VCS sector better able to respond to public sector commissioning.
- more sustainable and resilient community-based provision and activity operating across the Borough in a number of different community venues.
- increased capacity and resilience of the local VCS sector.
- increased autonomy for the VCS to determine what its own requirements are and to develop its infrastructure.
- A community supported to address the challenges brought about by Covid and ultimately improved community wellbeing

Appendix: Diagram of wellbeing hub

