

Lancashire Health and Wellbeing Board

Meeting to be held on 07 February 2017

Proposal to join the Well North programme in strengthening communities and reducing inequalities

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Executive Summary

The council and its partner organisations fund a range of community based initiatives through various grants processes. Often, these work independent of each other and separate to similar initiatives. These funds tend to be on a yearly or two-yearly basis with very little mechanisms to ensure sustainability of their outcomes.

This proposal to join the Well North programme builds on the learning so far and describes how, in the context of decreasing financial resources, we can continue to improve community wellbeing. It recommends a coordinated and a more sustainable approach including active involvement, networking and engagement of people living and working at a community/neighbourhood level along with the organisations that commission/deliver services. It is intended that this will enable a range of community controlled self-help activities to improve health and wellbeing and also to reduce health inequalities. It identifies how the learning from Well North could be implemented rapidly in Lancashire to reduce health and social care costs, release resources for community based prevention and health management resulting in improved outcomes for health and wellbeing. It is also likely to act as a lever for further investment through partner organisations and wider sources.

Recommendation

It is recommended that the Health and Wellbeing Board endorses the approach to work with the Well North programme as outlined in this paper.

1. Background and Advice

1.1 Current context

There is a range of effective initiatives funded by the council through one-off grants. An indicative list includes community grants, community infrastructure support programme (CISP) grants through One Lancashire, YPS grants, building resilience grants, empowering communities grants, affordable warmth grants, various environmental projects supported by the community projects team. Their objectives tend to promote community wellbeing and resilience and/or to support vulnerable residents. There are no existing plans or budgets to continue these schemes beyond

the current financial year or in the case of council's CISP and community grants in 17/18.

1.2 Learning from existing initiatives

These schemes are often funded for one year with no built in follow up mechanisms to ensure sustainability of their objectives. They also tend to work independent of each other and separate to similar initiatives funded by various partner organisations. They are generally welcome by local residents and partner organisations and many have demonstrable positive impact. Quite often, these schemes are delivered by voluntary, community and faith sector organisations that tend to provide a 'service' and are not necessarily aimed at building the connections between people living and working in a neighbourhood or to unleash local community assets and strengths. There is a recognition from VCFS organisations that is likely to create a culture within the VCFS sector which is dependent on public sector funds that are not sustainable. The sector is also willing to shift from this towards building a sustainable movement that is centred on a 'place' rather than a service area.

1.3 New opportunities

There is an increasing national and international evidence and recognition of the importance of building wellbeing and resilience at a local community level i.e at a sub district council as the foundation for health and wellbeing. This is based on achieving a 'fully engaged scenario' where local residents are fully involved understanding of what is it that communities can do best on their own; what do communities require help with; what do communities need outside agencies to do for them. CCGs are already starting to invest in similar programmes and are willing to have a joined up approach with the council.

The council already supports this approach in its initiatives and is further reinforced by learning from national initiatives like the Well North programme in Skelmersdale and the recently launched Healthier Fleetwood initiative. Further learning from the daily mile scheme supported by Lancashire North CCG in Carnforth highlights the importance of engaging the wider stakeholders centred on the 'place' to establish consensus and align resources. The notion of place for the purposes of this paper is understood to a population size of a neighbourhood within population size of 20,000 - 40,000.

Initial discussions with the NHS, district councils, constabulary and the fire service suggest that a placed based approach is essential to join our efforts across the public services, avoid duplication and also provides a framework for other VCFS organisations working in the area. It is also likely to provide some sustainable way forward in building community wellbeing and resilience and to leverage further discussions with organisations like the Big Lottery.

Achieving fully engaged and mobilised communities is also a priority for the NHS Five Year Forward View and the Sustainability and Transformation Plan (STP). A new approach to health and wellbeing is needed to implement this ambition – one that is both innovative and integrated; one that places social entrepreneurs and change makers at the heart of transformational change.

2. Principles informing this proposal

It is proposed that future initiatives to strengthen communities include the following principles:

- i) Focus on bringing together people living and working in local communities with organisations delivering/commissioning services in building local consensus and momentum for wellbeing. This might in the form of creating community owned 'place centred' organisations.
- ii) Promotes wellbeing through evidence based ways i.e. connecting people, promoting physical activity, supporting learning, encouraging volunteering, developing healthy environments
- iii) Encourages ideas from local communities and contribution and alignment from partner organisations including the businesses.
- iv) Supports sustainable large scale change in mobilising communities
- v) Adopts a learning approach with an inbuilt evaluation.

3. Introducing Well North

Well North (www.wellnorth.co.uk) is a partnership between Public Health England, The University of Manchester and Manchester Academic Health Science Centre. The partnership is working alongside local authorities, NHS organisations, business, community, voluntary, and enterprise organisations to genuinely find new ways of creating healthy communities in 10 local places across the North of England.

Well North is led by serial social entrepreneur, Lord Andrew Mawson, and Chief Executive, Sam Tunney, backed by a Board of high profile influential leaders. They are creating Well North Enterprises, a community interest company (CIC) to spread and apply the learning from our pathfinders and help translate the experience that their Executive Chair, Lord Mawson, has championed over 30 years through his work in East London and nationally. The hub and Pathfinder teams bring expertise in a variety of specialties, building multidisciplinary partnerships in various settings, leadership and programme management. The evidence from 10 pathfinders can inform the approach in Lancashire to translate what works into practice

Doing things *with* rather than *to* people is their organising principle - an asset based approach; finding out what is important and intervening appropriately in a timely way is essential. It could be tackling debt, or lack of good quality jobs and training, missed education and training opportunities, poor housing, loneliness. Areas may have services working in those communities but they are most often not linked up, joining up the dots is key to success. The goal is to help transform neighbourhoods

into dynamic communities where local people can live, work and thrive by working with the pathfinder communities and the grass roots organisations to inspire, promote and learn.

3.1 Key role for skills and enterprise

A major determinant of life expectancy is whether someone is in quality employment, including earning a living wage. Therefore providing employment and enterprise opportunities is a key component of improving the lives of the poorest fastest. There is a need for creative investment in raising skills and aspiration. Well North begins with community and creative responses, combining community assets with other resources to create something new and transformational. Some behaviour change models rely on telling services or individuals that they are doing 'it' wrong. Well North focuses on the art of the possible at individual, community, place and service level.

3.2 What does the Well North programme do?

3.2.1 A place based, system approach – The focus is on people and relationships, and spend quality time, building personal relationships and understanding. Investing the time to visit and learn deeply about each area, sharing learning and understanding the local context is important. It takes a constructive 'disrupter, facilitator and provocateur' role to bring to the surface the positives, possibilities and opportunities, making new connections both locally, regionally and nationally using Well North's powerful umbrella of relationships. Lord Nigel Crisp's Health Creating Communities movement is one example of how Well North is influencing national thinking and contributing to the evidence base of what works.

3.2.2 Community anchors - Well North promotes entrepreneurial behaviour and enterprising endeavour. Their pathfinders are exploring the idea of a 'campus' of community anchors working together to a common set of values. They are investing in new models of health and social care, with community at the heart of the model. As an example, they are exploring what this looks like in a brown field site on the former Orgreave Colliery in Waverley, with private sector partners, Haworth Estates and Dransfield Properties. In Stocksbridge, Sheffield they are creating a campus of community anchors, operating outside of, but alongside the statutory agencies. They support the creation of an enterprise hub, alongside Widnes Vikings with our Well Halton pathfinder, which is linked to the Rugby League Vanguard initiative, and an enterprise campus with a range of community businesses through Well Skelmersdale. Learning from these could be shared and because significant work is already underway in Pathfinder areas, the costs can be minimised through active learning.

3.2.3 Building a team - They bring together a small group of people from the local area, and spend two days immersed in getting to know each other, developing and refining a shared ambition and narrative, aligning local assets, local leaders, known best practice, innovation, creativity and evidence of 'what works'. This creates a powerful bond between the hub and local pathfinder team, and it's through these

relationships that new opportunities begin to surface. They come away with an action plan, which is underpinned by deep local knowledge, leadership and is owned locally. This creates the conditions where people actually see change management and transformational change as part of their day job as being essential. Their approach involves business leaders, big and small and goes beyond “the usual suspects” and working “business as usual”.

3.2.4 Spotting talent/identifying the leaders –Well North combines the rigour of evidence and ‘what works’ with an entrepreneurial approach that unleashes the potential and assets in communities through backing their own local leaders, doing real, practical, on-the-ground work. An example of talent is Paula Gamester, a social entrepreneur behind the Sewing Rooms in Skelmersdale, who has secured contracts with IKEA, John Lewis and others, and who is supporting people into work, some of whom are ex-offenders. Paula and others like her are now Well North Ambassadors, and are helping to spread our approach across and outside of our pathfinder areas - we believe in backing real people, real passions and real talent.

3.2.5 Supporting leadership development – Well North is partnering with the Staff College: Leadership in Healthcare CIC and the Defence Academy of the UK in exploring leadership development, and as their partnership evolves they are identifying suitable opportunities for catalysing leadership, with their partners. The first cohort of Well North leaders undertook a residential at the Defence Academy HQ in Shrivenham in September 2016. They are evaluating the impact of this, learning what works, and developing our next steps. The relationship with the Staff College and the Defence Academy allows to explore how to extend the opportunity afforded through the Armed Forces Covenant, for example, in real practical ways with serving and ex-military personnel, who in some cases are the most disaffected in our communities. Being part of Well North provides access to these opportunities.

3.2.6 Measuring the impact – Well North partners through The University of Manchester, with Professor Sir Michael Marmot, at the Institute of Health Equity, and the embedded research team at the Bromley by Bow Centre (BBBC), exploring and evaluating the impact of what works, and applying global learning and best practice. They use a rapid-cycle approach, given the complexity and diversity of contexts and systems. They are also currently developing joint research bids to explore key research questions highlighted by Pathfinders, and are looking at how this evidence and learning can be shared outside of our pathfinder areas. Public Health England is fully supporting the spread and encouraging places outside of the pathfinder areas to adopt this approach.

4. Proposed Next Steps

Achieving 'fully engaged and empowered communities' is a key prevention priority in the NHS Five Year Forward view and Lancashire and South Cumbria STP. The Health and Wellbeing Board is well placed to endorse the collaboration with Well North across the county and the wider STP area. It is proposed that:

- i) The Health and Wellbeing Board, through its Director of Public Health (also the Senior Responsible Officer for Population Health and Prevention for the STP), explores the opportunities to develop a memorandum of understanding with Well North programme. This will enable us to better understand how to sustainably improve community wellbeing for the future, what local connections are available to catalyse transformational change, such as inspiring and entrepreneurial community leaders, businesses, GPs, and public sector staff willing to explore different approaches;
- ii) In discussion with stakeholders, identify a minimum of two neighbourhoods that would be interested in collaborating with Well North. East Lancashire CCG has already expressed an interest in collaborating with us.
- iii) Having identified potential geographies, and lead partners, that Well North share a diagnostic tool which can be used to test out the readiness, conditions and environment to progress;
- iv) That consideration be given to joining in a visit by Well Skelmersdale leads and GPs to the Bromley By Bow Centre, involving senior officials and members from Lancashire Health and Wellbeing Board to explore the potential to be gained from further collaborating with, sharing some of the lessons from Well Skelmersdale and exploring the potential elsewhere in Lancashire to collaborate.

Consultations

N/A

Implications:

This item has the following implications, as indicated:

Risk management

This is aligned with wider public service reforms at a neighbourhood level. The concept of neighbourhood level integration is now a well-recognised area for health and social care integration. This proposal is also aligned with the developing Volunteering programme across all the public services in Lancashire.

Finance

The resources to implement this proposal already exists within the public health and wellbeing function of the council and with stakeholder organisations. We do not require additional financial resources at this stage.

It is already evident that the CCGs will collaborate with the council with further investment opportunities from external sources like the NHS Vanguard programme, Big Lottery etc. Achieving the objectives of the fund as proposed in this paper is likely to result in improved wellbeing and health related outcomes. In the long term, this also has the potential to reduce unwarranted demand on high cost services.

List of Background Papers

<i>Paper</i>	<i>Date</i>	<i>Contact/Tel</i>
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Reason for inclusion in Part II, if appropriate

N/A