



Health and Wellbeing Board
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COMMUNITY HUB DEVELOPMENT

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1. Summary

Shropshire Council and its partners see the development of Community Hubs as a significant opportunity to deliver integrated information, advice and guidance, prevention and early help services based on better outcomes for local residents. Shropshire Council's Business Plan and Financial Strategy 2014-17, Shropshire's Better Care Fund Plan, Shropshire Health & Wellbeing Strategy 2012, Children & Young People's Strategy 2012, Shropshire Council's CYPS Early Help services and ASC new operating model all contain references to, or are designed around the development of Community Hubs and Resilient Communities.

Investment from the DCLG's Transformation Challenge Award is supporting the redesign of existing face to face customer focused services, including libraries and Customer Service Points, to provide places that residents can easily get information and advice that both helps them and enables them to help others within their community. The development of Community Hubs is also a key tenet of the Resilient Communities scheme within the Better Care Fund Strategic Theme of Supporting People to Live Independently for Longer.

Investment in the development of Community Hubs will enable the building of 'teams around the community' that will emphasise prevention and early help and will reduce the overall demand on the public sector.

2. Recommendations

It is recommended that:

- a. Members of the Health and Wellbeing Board comment on the progress to date and highlight further areas of opportunity
- b. Request a further update on progress and how this links into the wider resilient communities agenda in 12 months time

REPORT

3. Risk Assessment and Opportunities Appraisal

The development of Community Hubs within the context of a Resilient Communities approach is purposely inclusive and community based. Indeed part of their success will come from their shaping and "ownership" at a local level.

Resilient Communities is a key theme within the Shropshire Better Care Fund and it is recognised that it is a foundation building block and enabler for all the other themes and ultimately for headline measures of success including reducing hospital admissions.

Within the context of the Better Care Fund and Transformation Challenge Award (TCA) funded Community Hub project a number of high level risks to the roll out of a Resilient Communities approach have been identified:

Risk	Mitigating action
Absence of clear unifying project vision and aims	<p>Strong governance has been created to support and measure the success of the Better Care Fund themes of which Resilient Communities is one. Within this the Resilient Communities approach is being co-created and managed by a “Supporting People to Live Independently” group with representation drawn from Shropshire Council, the CCG and voluntary sector.</p> <p>Investment in the redesign of the Council’s libraries and customer service points is being overseen by a Programme Board including representation from Shropshire Association of Local Councils (SALC) and the VCSA.</p> <p>A detailed project plan linked to the development of scheme metrics and the delivery of the Transformation Challenge Award funded project has been developed</p> <p>Working with SALC and the VCSA to support the development of “community capacity” to respond to new opportunities</p>
Absence of detailed project plan (and related governance structures) identifying clear milestones and roles & responsibilities	
Poor local and stakeholder engagement in the co-design and implementation of approaches	
Approach inadequately resourced with insufficient senior management and leader’s “buy in”	
Lack of clarity and consistency on the metrics and poor evaluation and measurement resulting in a weak evidence base	
Absence of the “culture change” required to underpin the new way of working	

4. Financial Implications

The development of Community Hubs is not intended to be resource hungry; it is the culture change at a local level that is more important. Notwithstanding it is recognised that local support may be required to redesign spaces and to develop new activities. The main challenge and opportunity is to realign existing resources and commissioning intentions to support the development of Resilient Communities rather than to find new monies.

To help create the conditions for change Shropshire Council, in partnership with the VCSA and SALC, has been awarded funding through the DCLG’s Transformation Challenge Award programme to develop Community Hubs. The funding will support the re-design of existing face to face customer focused services, notably libraries and Customer Service Points, to provide places that residents can easily get information and advice that both helps them and enables them to help others within their community.

At a time when libraries are threatened with closure nationally, TCA investment will strengthen these valuable community assets and provide better services. Our libraries are a trusted resource that can be maximised to achieve many important outcomes and they will often be at the core of the Community Hubs that we want to build.

In addition to the TCA funding, through the Better Care Fund, “reward” funding may be made available to invest in successful schemes, but this will depend on schemes meeting BCF targets. This may be difficult to directly evidence for Resilient Communities, although local “proxy measures” are being developed. These hubs would need to demonstrate that the effect of the total of their activity is greater than the sum of the individual parts, effectively provide very early help and preventative advice and activity and actively support people to live independent lives. To be sustainable they will have to host services and activities from a range of sectors and that reflect the needs and aspirations of the communities they serve. We

should be explicit that the role of hubs is to support people to stay away from expensive targeted services as far as possible through maximising the benefits of the support that is available from within the community and that this is one of our approaches to managing the future challenge of increasing demand on services in a time of reducing budgets.

5. REPORT

What is the problem that we are trying to solve through the adoption of a “Resilient Communities” approach?

At a strategic level, a range of documents (Shropshire’s Better Care Fund Plan, Shropshire Health & Wellbeing Strategy 2012, Children & Young People’s Strategy 2012, Shropshire Council’s Business Plan and Financial Strategy 2014-17, Early Help Services Strategy and the new Adults Social Care operating model) all contain references to, or are designed around the development of resilient communities and community hubs.

At the centre of the development of Resilient Communities is a shared vision by Shropshire Council, the CCG and partners to:

- Increase the availability (and demand for) of universal early advice, information and guidance provision.
- Have a very different conversation about what a person needs and how their needs can be met within their local community.
- Reduce demand on expensive specialised services.
- Build on the existing resilience in Shropshire’s communities so that people are able to help themselves and others to be happy, healthy and independent.

We know that we have to make these changes now because Shropshire’s future demographic and the needs it is likely to create will overwhelm public services at the same time as they face unprecedented on-going financial challenges.

To understand what is meant by community hubs it is necessary first to understand the key elements within a Resilient Communities approach:

1. Local partnership working and governance - to support a collective action based approach to meeting local aspirations that transcends individual organisation priorities.
2. Evidence and intelligence - that supports good decisions and the careful targeting of limited resources.
3. Community based activities - that are accessible and support people to achieve their aspirations and positive outcomes.
4. First line of support – that broker and facilitate support from community organisations to individuals.
5. Support and social networks - that encourages self-help between individuals and supports communities’ ability to respond to challenges.

What do we mean by a Community Hub?

The real opportunity for a “step change” in the Resilient Communities approach described above is “investment” in the first line of support and in supporting people to have the confidence to get involved in activities and services already available within their community. Work is already underway to develop this approach, for example:

- Community & Care Coordinators linked to local GP surgeries
- Adult Social Care First Point of Contact and Let’s Talk Local sessions
- Community Advice & Advocacy Network
- Testing the Community Connector role in areas where new Community Hubs are being created
- The redesign of Customer Service Points within communities

Alongside initiatives such as the above, Community Hubs will provide a focal point to foster greater local community activity and to bring residents, smaller organisations and the local business community together to improve the quality of life in their areas.

We think that community hubs will be “neutral” venues often best managed by community based organisations and will be at the centre of a diverse range of local activities. Community Hubs will be buildings that are accessible to all groups in the area. They will be multi-purpose Centres providing a range of high quality and cost effective services to the local community, with the potential to develop new services in response to changing community needs. A Community Hub will have strong working relationships with other local community services - for example, tenants’ rooms, Children’s Centres, nurseries, extended schools and faith groups.

But more importantly Community Hubs will be a base for outreach and signposting people to other local services. Ultimately it is not the place that is important but what goes on within it and from it. The effectiveness of community hubs in reaching the people who will benefit from them, will be maximised through the development of the community co-ordinator / community connector / community mentor role. Residents coming into the hubs will get the right thing at the right time – the right things often being something that family, friends and community can offer and the right time being as early as possible.

What work is happening now and who is involved?

The development of Community Hubs within the context of a Resilient Communities approach is not intended to be exclusive to any organisation and the terms are used by different organisations – Registered Social Landlords, West Mercia Police, the CCG, town and parish councils, social enterprises - in slightly different ways. These organisations see the development of community hubs as a significant opportunity to deliver integrated information, advice and guidance, prevention and early help services based on better outcomes for local residents. A few examples, illustrating the range of existing activity, are provided below:

- Craven Arms Community Centre – managed by the South Shropshire Furniture Scheme
- Barnabas Community Centre – managed by the Church
- Oswestry Community Hub – managed by Shropshire Council
- Enterprise House – managed by Enterprise South West
- Whitchurch Foyer - a partnership of Bromford Support, Stonham and Mercian
- Ludlow Foyer- managed by the Shropshire Housing Groups- with services provided by the Sustain Group.
- Mayfair Community Centre - managed by the Strettons Mayfair Trust, a charitable set up in 1996, to provide a variety of healthy living services.

The Better Care Fund, the Transformation Challenge Award funding, and above all the imperative to transform the way that social care and health services are delivered provide the opportunity to develop and put into practice the development of a Resilient Community approach. Specifically the role of the Community Connector and Community Hubs will be developed alongside the community based activities that will support people to find their support of choice within their local community. In the first instance we want to support the roll out of the approach and gather evidence of its success in a minimum of six locations within 2015/16.

Our approach to developing Resilient Communities is based on a collective understanding that people are our most important resource and that working together is the best way to address the challenge of supporting potentially vulnerable residents. This can be best summarised as:

- Independence and living at home is normal - investing in the things that increase people’s independence
- Starting well – providing an emphasis on providing the right support to people at the right time within their communities
- Asset based community development - recognising the existing capacity of the community and that it is underpinned by strong local networks, relationships and a commitment to a common cause
- A locality based approach - enabling local flexibility of approach within a set of overarching principles

There is a considerable amount of development that has already taken place and a significant amount of resources already in place. However, we have identified that to increase community resilience further we need to focus on developments in the following areas:

- Develop a Community Hub / Gateway approach to support the development of community places where people can access information and support
- Develop the role of the Community Connector to support the provision of information, advice and guidance and to “mediate” between people with low level needs and existing assets within the community
- Continue to develop and support the role of the Community & Care Co-ordinator and Team around the Practice
- Continue to develop and invest in pathways from FPOC and COMPASS to community support and help
- Support communities to develop a “Compassionate Communities” and “Dementia Friendly Communities” approach within which communities take “ownership” of approaches to supporting people
- On-going support for the Voluntary and Community sector and Town and Parish Councils to develop their capacity and ability to respond to the needs of communities and individuals by Building Health Partnerships and strong local “governance”
- Continue to develop and support a range of “local” schemes such as People2People, “Ageing Well” prototypes etc. which in turn will support and underpin the Community Resilience approach, further examples of which are set out later in this section.

Community Hubs and Community Connectors

Our Resilient Communities approach will be built around the development of “Community Hubs” which will act as “gateways” to a diverse range of local activities. The effectiveness of community hubs in reaching the people who will benefit from them, will be maximised through the development of Community Connector roles. Residents coming into the hubs will get the right information and support at the right time – the right things often being something that family, friends and the community can offer and the right time being as early as possible. We know that we have to end a culture of people only being signposted into social care or health care provision that they then cannot access until they reach a certain eligibility level or have experienced a crisis.

Our approach is designed for everyone within their local community. We want to increase the demand on universal early advice, information and guidance provision and by having a very different conversation about what a person needs, how their need can be met and reducing demand on expensive specialised services at a later date.

Through the development of Community Hubs, Shropshire Council wants to work with partners to re-design existing face to face customer focused services and to use the transformation of our Libraries and Customer Service Points as a catalyst for change. While we recognise the importance of technological solutions in enabling remote access to services, we also know that face to face contact is vital to potentially vulnerable residents in order to give them the best chance of finding support within their community and reducing the need for expensive “professionally led” interventions. By having a very different conversation as early as possible about what a person needs and how their need can be met, we will reduce demand on expensive specialised services at a later date.

We will harness the existing energy and commitment of a range of partners, and develop community hubs as the natural home for cross-sector working and for the redesign of services around people. We will do this by:

Creating vibrant inclusive sustainable places run by the community for the community –
Coordinating and building volunteer activity and supporting the growth of community led initiatives
Transforming the way that information, advice and guidance, prevention and early help services are delivered by Shropshire health and social care partners.

What will the future look like?

The development of community hubs within the context of a resilient community approach will be part of the catalyst for changing how we:

- Maximise the opportunities for health care and social care integration in communities
- Integrate Adult Social Care (ASC) and Children & Young People’s Services (CYPS) early help provision in communities and adopt a family approach
- Enable primary health and Community & Care Co-ordinators to effectively link into the wider community resources that will ensure that the most frail and vulnerable patients are supported
- Use and invest in the resources available in our communities to signpost/connect people to activities that they will enjoy and benefit from, e.g. through the community co-ordinator and community connector roles
- Make referrals into services and move people between services and community resources, i.e. stepping people up and down between different levels of support
- Utilise all the resources available in a community to address loneliness and to promote good health and well-being
- Build ‘teams around the community’ that will emphasise prevention and early help and will reduce the overall demand on the public sector.

Community Hubs, the spaces at the centre of this approach, aim to meet the needs of the people that they serve and to host a range of transformed services including libraries, Customer Service Points, information, advice and guidance, early help for adults and children, community health, community mental health, voluntary groups who are delivering commissioned services and community groups providing local activity. All of this provision will adopt the ambition to involve all the local resources in helping people to find solutions to their particular issues.

We will know that we will have got this right when:

- Everyone agrees that living at home is normal and people live independently at home for longer
- People feel connected to their communities, know where they can go to get advice and can help others to get the advice that they need
- People are more active as they feel safe, welcome and that someone is looking out for them when they go out
- All the activity in and around the hub is intelligently designed and delivered, joined up and has a local flavour

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information) Shropshire Council’s Business Plan and Financial Strategy 2014-17, Shropshire’s Better Care Fund Plan, Shropshire Health & Wellbeing Strategy Children & Young People’s Strategy</p>
<p>Cabinet Member (Portfolio Holder)</p> <p>Cllr Tim Barker</p>
<p>Local Member</p> <p>All local members</p>
<p>Appendices</p> <p>-</p>