

PREVENTATIVE SERVICES MARKET DEVELOPMENT BOARD Annual Report 2020

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Executive Summary

North East Lincolnshire Clinical Commissioning Group developed the Preventative Services Market Development Board (PSMDB) in 2013. The project aims to support the delivery of health and social care services by charities, voluntary organisations and social enterprises in North East Lincolnshire, and to develop new groups that can increase the market supply of third sector providers.

The programme offers “seed corn” funding and business support to third sector organisations that have developed ideas with the potential to deliver significant impact on health and well-being but require a financial stimulus to get that idea off the ground.

As well as developing new services, PSMDB also has ambitions to:

- ✚ Leverage funding into the area from agencies that would not usually fund health and social care initiatives
- ✚ Increase social capital by developing new networks, relationships, and partnerships that can add value to the work of the CCG
- ✚ Create social value over and above the core work of the projects funded and demonstrate that impact in a transparent format.

In undertaking this work PSMDB is very much a pioneering organisation, learning lessons as it progresses, and as such, it takes a structured approach to programme development and reacting to changes in the environment in which it operates. This measured approach allows the Board to understand the impact of programme changes and to respond to unexpected situations.

The Board's approach to development concentrates on maximising project outcomes rather than prioritising the number of new organisations. This approach ensures that the community gains maximum opportunity to access new services and that savings to the CCG are prioritised.

This year PSMDB has continued to develop a new approach to the development of initiatives that are capable of impacting on health and social care issues, based on the success of previously funded projects. We have assessed the projects that have delivered most impact for the investment we provided and using Social Return on Investment to undertake cost/benefit analysis, concluded that an investment into a community hub provided an optimum return. To this end, we have concentrated our efforts on developing three new hubs - Campden Crescent, Fusion Community hub and St Hugh's Community hub. The hubs are located across the borough in carefully targeted community settings and offer a wide range of activities and services.

Clearly, Covid-19 has had a significant impact on our work and progress has been hampered, however, despite such a significant disruption, we have continued working in the background, and all three centres have now begun to deliver activities.

This report outlines the successes of the project, looks at past and present projects and demonstrates what impact the Board has had on developing the marketplace, attracting new funding to the area and how added value and social impact are created.

Background

In 2013 the CCG began a new project to develop new services that could impact on the health and social care sector, delivered by voluntary organisations and social enterprises.

The Preventative Services Market Development Board (PSMDB) was tasked with finding and developing organisations with the capacity to deliver new services that met the identified needs of service users, that was additional to any existing services, and that had the capability of becoming financially self-sustaining over a specified period.

The Board consists of community members and CCG staff drawn from a range of disciplines and acts as a mechanism for deciding on where investments are allocated. More importantly, they add value to the projects by offering their experience and expertise and opening their networks to applicants.

The PSMDB Board consists of;

Lisa Hilder (Chair) - Assistant Director for Strategic Planning

Christine Forman – Community Representative

Rachel Brunton – Head of Finance- Planning and Adult Social Care

Ros Davey – Single Point of Access (SPA) General Manager

The project has distinct aims:

- ✚ To “shape the market” for the delivery of services towards self-care and independent living (the “shift to the left”)
- ✚ To act as a catalyst to move towards a charging system for some services
- ✚ To enable a shift in the voluntary sector towards charging for services and a contract-based method of delivery.

Projects have access to practical assistance through a mixture of targeted business and workforce development from a leading social enterprise support organisation (CERT Ltd), seed corn funding and linkages to mainstream services.

The project has been successful in developing new projects that contribute to the supply chain of services available to the residents of North East Lincolnshire and attracted considerable external funding to the health and social care sector that would not have been available to the statutory sector.

Somewhat unexpectedly the project has also acted as a catalyst in the development of new areas of work where collaboration between traditional service deliverers and the third sector is making a tremendous difference – attracting new financial resources, sharing overheads and streamlining service delivery. Please see the case studies for more detail

In addition to its primary aims, the project also has ambitions in other areas.

Other Benefits to be realised by the Board:

- ✚ Reduction of domiciliary care hours
- ✚ Improved physical and mental well-being – people feeling more safe and secure
- ✚ Increased opportunities for people to be independent and active
- ✚ Reduced re-admissions through supporting referrals for equipment
- ✚ Reduced impact on statutory organisations, i.e., care home provision

The programme

The programme offers "seed corn" funding to third sector organisations that have developed ideas with the potential to deliver significant impact on health and well-being but require a financial stimulus to get that idea off the ground.

The Board vets any new intervention, and only projects that are capable of meeting critical criteria are selected.

The main criteria are:

- ✚ Projects must be based on sound evidence of the need for the service.
- ✚ Applicants need to demonstrate how the work will impact the lives of service users and have systems in place to capture and prove impact.
- ✚ Be demonstrably financially sustainable once the funding period ends
- ✚ Have systems in place to ensure the delivery of high-quality services within current legislation.

Applications are generated from three sources:

- ✚ Organisations are made aware of the project through social media, mailshots and networking events or meetings and approach the PSMDB with their ideas to develop services that meet our aims
- ✚ The SPA (single point of access) team supply market information based on unmet need as identified through enquiries to their service
- ✚ The PSMDB Board identify gaps in provision and source and commission third sector providers to fill those identified gaps.

Typically funding requests fall into three areas:

- ✚ Working capital to cover shortfalls in income at the start of a project
- ✚ Capital funding for equipment
- ✚ Staffing costs to recruit and manage volunteers until a project is self-sustaining

The project aims to make the application process as straight-forward as possible for the organisations applying while being rigorous enough to ensure that groups are capable of delivering services to a high standard.

The process

Applicants are asked to complete a simple Initial Application form which assesses the organisation's eligibility and outlines the proposed project. The plan is evaluated by the project manager, who presents the idea with a recommendation on eligibility and comments to the Board. The Board decides at this point as to whether the applicant should proceed to a Full Application.

There is an option at this stage to invite project sponsors to meet the Board for an informal discussion. Discussions generally happen where the Board are not clear about some elements of the project, can see ways that they might add value to an idea through their involvement or where a project might benefit from interaction with other service providers.

The Full Application takes the form of a concise business plan and three-year cash flow forecast. Where an investment is granted, organisations are funded subject to achieving agreed milestones and are asked to sign up to terms and conditions that are bespoke to their project.

Reporting

Successful applicants complete a brief monthly or quarterly report (dependent on a risk analysis of the project) based on agreed output targets and are given specialist training to put in place a system to record Social Return on Investment which forms the backbone of the evaluation process and is monitored and updated quarterly.

The PSMDB is overseen within the CCG via the Assistant Director for Strategic Planning.

Headline information to-date

Since 2013

| | |
|---|------------|
| ✚ Total awards | £452,370 |
| ✚ Average Award Size | £21,541 |
| ✚ Additional Funds Levered | £1,572,743 |
| ✚ For £10 spent by PSMDB, it has attracted an extra | £34.77 |
| ✚ Total Combined funds invested in Community Health Services* | |
| £1,987,113 | |
| ✚ Total spend in the local community | £1.6m |
| ✚ Value of that spend (LM3 £2.45 for every £1 spent) | £3,920,000 |

*PSMDB grant funding, organisations own contributions and external funding attracted

Community Hubs – The rationale

Having operated the fund over several years, it has become clear that the number of organisations capable (and willing) to develop new and sustainable services in a geographically compact area such as North East Lincolnshire is limited. That said the PSMDB Board continues to work towards finding and supporting new ideas but has also realised the need to explore new approaches to market and supply chain development.

This year we have concentrated on facilitating the development of three new community hubs that will be capable of delivering a wide range of activities in areas identified as having an unmet need.

Given our limited resources, this approach is very time-intensive and is subject to the inherent delays in finding and securing appropriate premises, planning and building constraints and attracting appropriate financial resources. The benefits that successful centres create (see our information on Scartho Community Hub) makes this a worthwhile investment of time and effort.

The three centres that we have facilitated are:

- Fusion Centre, Ladysmith Road, Grimsby
- The Crescent Community Hub, Campden Crescent, Cleethorpes
- St Hughes Centre, Haycroft Street Grimsby

The centres attract a wide variety of community members from across the age range. They have proved particularly useful in attracting the hard to reach and people suffering from the effects of social isolation.

Activities are service user-driven and range from exercise and dance classes, through crafts and art projects as well as jazz clubs and several ukulele bands!

Many of the activities have a direct impact on health (our footcare initiative is a good example), some lead to better health outcomes such as slimming and yoga, and others simply attract people to activities, reduce social isolation or open up opportunities to signpost people to services that they would not use otherwise.

2020 Projects

This year saw the PSMDB project concentrate on developing the community hubs identified last year.

The first third of the year saw tremendous progress with sites and operators working with us to establish new hubs, undertake community consultation and design the programmes of activities and services around that identified need.

Thankfully that work was well underway when the COVID-19 crisis struck and that enabled projects to progress (all be it slowly) as the crisis unfolded. Clearly, given the total shut-down of public buildings, the hubs couldn't offer the level of service that was planned, but all of them managed to develop roles through social media and the like.

Some took the "downtime" as an opportunity to re-fit and refurbish premises while others undertook fresh community consultation to be able to understand the effect of the situation on their targeted service users. As soon as restrictions were relaxed, all three hubs reached out to their communities and began to deliver services.

Fusion Community Hub



Fusion Community Hub is an extension to a previously funded project that worked with young people and people with learning disabilities to provide sports-based activities that have a positive impact on health and well-being (more on that project later in this report).

Once the community realised that there was a resource in their area, demand for services started to grow and Fusion approached PSMDB to see if we could work with them to develop a community hub.



Having established a fully functioning community boxing gym within the Fusion centre Fusion turned their attention to the Centre as a whole and looked at ways to make the best use of the available space. The project managed to develop two disused rooms in the centre by knocking them into one room using local authority funding. A kitchen was added to widen the options of the room's usage.



Heneage ward where the Hub is situated is classed as a deprived area and sits adjacent to the East Marsh ward area of Grimsby, which has gained notoriety for being one of the most deprived areas in the U.K. Many residents suffer poor health outcomes but have aspirations to better themselves.

The Hub was developed after extensive consultation across the community was undertaken. The design of the activities was based on those consultations. The centre offers a safe, warm and welcoming space and is currently undergoing extensive re-modelling to accommodate people from across the age range.



Having attracted people to activities in the building, they are signposted to a range of services that will enhance their prospects and health.

Fusion needed help to support staff members and volunteers to offer a bespoke timetable of activity and make sure that the project hit the right demographic targets.

PSMDB partially funded that staff time and development over 12 months and has been the catalyst for the development of the programme.

Fusion has recently been successful in a funding application for National Lottery Development grant, and PSMDB is assisting the project to develop further applications to enable them to transform the rest of the centre and as a result, attract even more residents.



Collaboration

Fusion adopts a multi-agency approach in delivering services and is working with a range of third sector and public sector agencies including:

- Good Neighbours Scheme
- N.E. Linc's Council children's services
- Humberside Police
- Cert Education and training
- Bike Fix Grimsby
- Navigo – Mental Health Service
- Stop Smoking well – Being service



Fusion Health & Well Being have an electronic system in place to monitor their work. The program has been tailored to their specific needs including:

- Monitoring and evaluation
- GDPR compliant
- Individual & Group Surveying
- Case studies
- Group promotion emails
- Managing data
- Reporting
- Registers

Project benefits include:

- Helping to reduce stress and anxiety in participants
- Empowering people to make good life choices
- Exercise opportunities for all ages
- Reduced social isolation and loneliness
- Signposting to sources of help, advice, information and care
- Improved social skills
- Reduction in youth crime and ASB
- Build more cohesive and resilient communities
- Build better and more integrated services
- Provide focus and aspirations in people
- Community-led regeneration
- Benefits to health and social care system

The Crescent Community Hub

The Crescent Community Hub is based in the Sidney Sussex ward, Cleethorpes and again, is the result of an ongoing relationship with an organisation that has previously developed successful projects in Partnership with PSMDB.



Foresight developed the Scartho Community Hub (more about that later in the report). It approached the Board to seek assistance to replicate it in Cleethorpes, which was one of the areas targeted by PSMDB as lacking facilities.

The Crescent Community Hub is a recently established social enterprise with a legal structure as a community interest company and charity.

The Board of trustees are all passionate about providing community-based provision to the local community and ultimately enhancing the quality of life of residents.

The Crescent Community Hub was previously an underused community centre that was in danger of closing and Foresight facilitated the formation of a Social Enterprise to become leaseholders of the facility to begin developing a sustainable and thriving community hub.

The primary social purpose of the Crescent Community Hub is to promote social inclusion either through addressing social isolation or preventing social isolation. To achieve this, the organisation provides a range of community-led activities, support, volunteering opportunities and services within the community hub which engenders high levels of

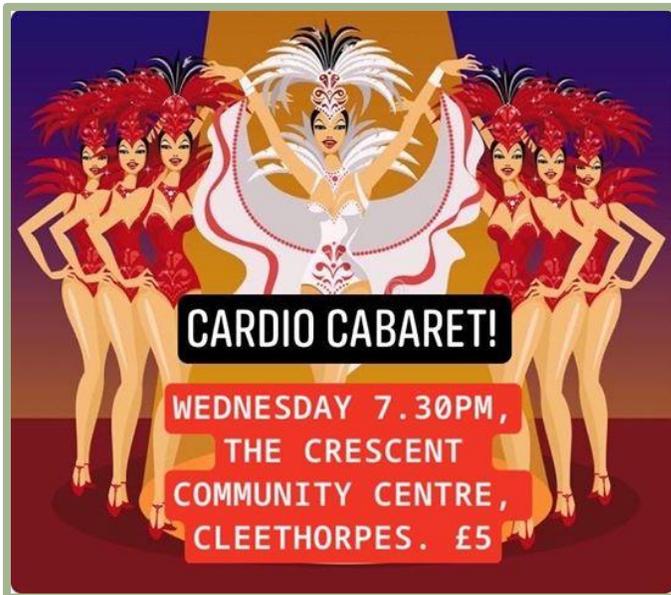
community engagement leading to greater community cohesion with people feeling more empowered to address issues and find solutions to community-based problems.

Additionally, they improve health and well-being, build confidence and self-esteem, create independence and provide a facility where people can experience high levels of community and social interaction ensuring people feel part of the community and can take great pride in the area where they live

The main aim of the social enterprise is to offer personalised prevention and well-being services to people who, without time-limited or ongoing support would be placed at a heightened risk of progressing to higher levels of need in the medium term significantly increasing costs to the NHS for these individuals. Research and initial consultation determined the majority of beneficiaries will be older adults; however, all activity will be available to members of the wider community.

The key objectives which will deliver health outcomes are as follows:

- To provide a supportive, relaxed, and non-stigmatised environment to increase access to health-related preventative activity
- To maintain all participants at low levels of need and maximise independence reducing the need for higher levels of medical intervention and the need for care and support.
- To provide opportunities to community members that will lead to a healthier lifestyle and improved quality of life.
- To increase levels of physical activity reducing the need for health interventions caused by excess weight and obesity
- To provide an advice, guidance and information service that will reduce the need for longer term health related care and support.
- To reduce social exclusion leading to a reduction in the dependency on care and medical intervention



The social enterprise offers widespread benefits to their customers the majority of whom are older people residing in the Sidney Sussex ward and surrounding areas, particularly Cleethorpes. In the main, they are either disadvantaged by long term health problems and high levels of social exclusion.

The main benefits are the availability of support and opportunity to access activities and services that meet their preferences and addresses individual needs and requirements. This leads to

positive changes to their lifestyle, significantly improving their overall levels of health and emotional well-being and increasing independence. This results in a reduction in the need for health/social care services and prevents the need for higher-level public health interventions and the relevant cost-saving in health budgets.

Through the service individuals will have access to activities that improve physical health and well-being, participate in high levels of community interaction which will address social exclusion, loneliness and emotional well-being.

They have access to information, advice and guidance, all of which will assist in improving lifestyles and overall quality of life. As a result, all beneficiaries will experience a distinct all-round improvement in their overall levels of health, resulting in a much better understanding and awareness of health and lifestyle risks. Consequently, service users experience a reduction in preventable conditions leading to further saving through cuts in demand for public health services and the need for higher levels of care and support interventions.

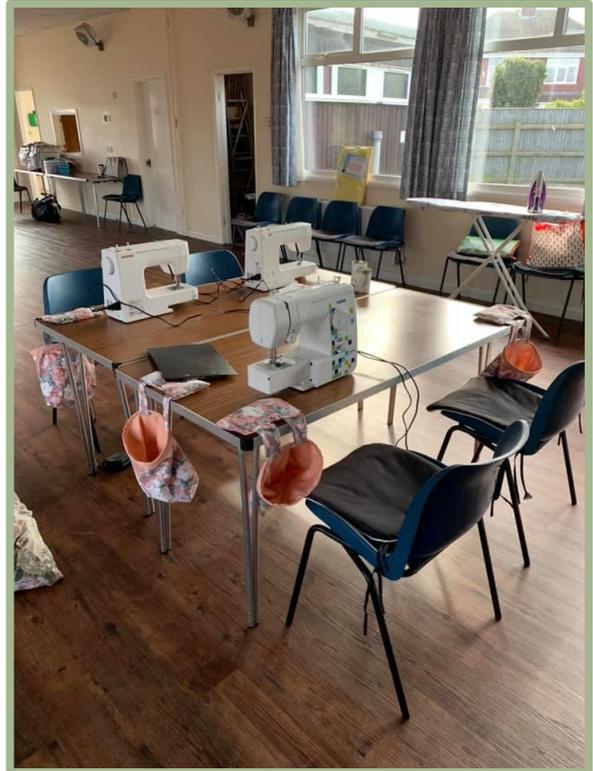
The centre has set an attendance target of 400 people weekly. Based on their previous success at Scartho, this is seen as a conservative estimate.

During most days, there will be a minimum of six activity sessions complemented by therapeutic social sessions, e.g. arts and crafts, music where attendance averages 15 people per session.

The community hub will be open six days a week (as things return to normal after the current situation) and there will be opportunities to access activity in the evenings if required.

The Crescent Community Hub undertakes the work. They are a relatively new organisation that has been developed specifically by Foresight as a stand-alone enterprise to manage and run the facility, ensuring it is ultimately financially sustainable. However, the enterprise has the full backing of Foresight and its management, governance, financial and safeguarding structures if required as additional support.

Quality of delivery and safety and well-being of participants is at the forefront of all planning and service delivery. The Crescent Community Hub team has extensive experience of working with its target audience with strict policies and procedures in place to cover quality, safety and well-being. All activities are risk assessed, and project staff continuously work with all participants to evaluate quality and impact, ensuring participants feel safe, are experiencing and are realising benefits in line with their individual needs and requirements.





The day to day running of the community hub is undertaken and managed by volunteers as is the overall management of the organisation. All of the Board of trustees are volunteers. The Hub currently has 36 volunteers who are involved in managing and delivering activity and services within our community hub. Given their knowledge of the local community and high levels of interaction with project beneficiaries the strong volunteer base is instrumental in designing and developing new ideas and services to meet the desired project outcomes and the needs and requirements of project beneficiaries

Collaboration

To ensure the project is successful Crescent Community Hub works with a range of organisations who provide activity sessions either through the organisation or by renting space, advice, guidance and information sessions and advertise, promote and refer beneficiaries to the project. Organisations working with the Hub or planning to work with it include:

- Age U.K.
- Dementia Alliance
- WEA
- Local arts, music, dance and drama groups
- Older People's Health and Wellbeing Collaborative
- Lincs Inspire
- Friendship at Home
- Ward councillors
- PCSO's
- Foresight .

Additionally to ensure the project is fully inclusive with extensive referral routes the project works with a range of partner organisation's currently providing services to older people .This includes:

- Community Nurses
- Focus
- Local Diocese
- Shoreline Housing
- Homecare Agencies

all of whom promote and publicise the project and have direct referral routes for older people into the project, ensuring it is high profile throughout the area.

St Hugh's Community Hub

The St Hugh's Community Hub is being developed by YMCA Humber who has taken responsibility for a community building that is part of St Hugh's church in the West Marsh area of Grimsby, one of its most deprived areas.



The project seeks to deliver services, which are co-produced with the community, to;

Isolated / lonely people – as well as a café, they will offer a base for a range of groups, to be led by local people. The café will operate coffee & chat sessions and friendship groups, as well as encouraging local people to give talks much like the U3A movement, only more informally. Local groups will be developed, taking into account the interests of local people, this could be anything ranging from photography to knitting, art to gardening advice club.

Those with low to moderate mental health issues – YMCA Humber has a good track record with their 'At One' programme, offering support to 16-35-year-olds with low to moderate mental health issues. The BACP qualified counsellors offer 1:1 counselling support as well as group work support. The project is extended by providing volunteering opportunities, working with VANEL to create these opportunities. This programme can be marketed locally and offered to the residents of West Marsh, using the venue as a suitable

confidential space. YMCA also extend their mental health offer so that they work with parents with mental health issues, so that they recognise the impact of their mental health on their children, thereby reducing the adverse effects of poor mental health on the next generation. YMCA is close to accessing the funding to take this parental work forward.

Unemployed people – by working with partners offering Information, Advice and Guidance, as well as employability and functional skills training, YMCA is bettering the life chances of their current residents who are long-term unemployed. Partners include CERT, National Careers Service, CPO Media, People Plus, Think Employment, HCUK and Aspire Gen. The plan is to extend this partnership working to include St Hugh's as a base, thereby reducing the geographic barriers faced by West Marsh residents.

Those that have a disability – in consultation with people who have a disability YMCA will look to provide inclusive services to those who are infirm or disabled. This will be throughout the 'offer', but also likely through the facilitation of a social group for people with disabilities

Carers, including young carers – YMCA is set to offer young carers a regular activity session, and this can be extended to the St Hugh's site. They are also in discussions with the young carers team at NELC, and there is potential to develop their current offer. Also, given the high number of adult carers in West Marsh, YMCA seeks to create a scheme whereby we could offer some respite

Young people – YMCA has an experienced youth work team to offer positive activities for young people, with a focus on their physical and mental health. In addition, when the youth workers identify issues (such as smoking, drinking, risky sexual behaviour, substance misuse, etc.), they will skilfully incorporate some informal education to enable the young people to make more informed, safer choices.

PSMDB involvement

YMCA Humber had agreed with the PCC and the Management Committee of St Hugh's Community Centre to take over the management of the Community Centre, and they proposed to employ a Community Development Officer (CDO) for the first year of the thirty-year lease that the YMCA is signing up to. The CDO would then pull together all of the above to bring in enough revenue to cover their salary, and on costs, beyond the first year.

The centre was running at an annual deficit of £14,000, but even though this is the case YMCA Humber proposed entering into a legal deal to take on the premises for thirty years with a three-year break clause. As an organisation they committed firmly to underwriting the venture for three years, giving the PSMDB Board confidence that the venture will be self-sustaining in the future. As a result, the Board made an offer to support 75% of the Community Development post over 18 months which enabled the project to get off the ground.



The CDO post will enable the following actions

- Promote and develop the services already in place
- Offer subsidised meals for local families, starting with breakfast club for children before attending school, but crucially also offering a meal on certain days when schools are not open so that those families with children on free school meals are supported outside of term time (external grant funding would be sought)
- Operate a fully working café
- Offer cookery classes for vulnerable families (external funding would be sought)
- Develop an allotment within the grounds and have a 'where does your food come from' project
- Coordinate the hiring out of rooms to local organisations

- Put on events such as tea dances and garden parties to help with community cohesion
- Provide a pop-up shop
- Develop a range of other 'well-being' groups, in its' broadest sense, in the Community Centre in response to local need and interest. Many of these groups will be health-related, both mental and physical
- Investigate engaging with the Parish Nursing network. Parish nursing "is a form of health ministry focused on improving and maintaining the holistic health and well-being of congregations and local communities."



Policy objectives

The PSMDB project was established to meet the challenges that change in policy made to the delivery of health and social care in North East Lincolnshire and seeks to contribute towards a range of Health and Social care objectives including:

[Start well, live well, age well](#)

HUMBER COAST AND VALE SUSTAINABILITY AND TRANSFORMATION PLAN SUMMARY

Our Ambition - Start well, live well and age well

Our partnership's ambition is for everyone in our area to:

This means shifting the focus of our work from picking people up when they fall to helping to prevent them from becoming unwell in the first place and supporting more people to manage their health and well-being at home so they can get on with living happy and fulfilling lives. To achieve our vision, we aim to move our health and care system from one which relies on care delivered in hospitals and institutions to one which helps people and communities proactively care for themselves.

We want every child to have the best start in life

We want to ensure everyone has access to the right care and support that responds to their changing health needs

We want to support people to be independent and in control, as they age

We want to create an environment in which people can have positive conversations about death and dying, which will help us to give them greater control and provide coordinated, compassionate care

Local Impact

CARING FOR OUR FUTURE: REFORMING CARE AND SUPPORT (2012 WHITE PAPER)

- ✚ People will be given better information and advice to plan ahead to prevent care needs and will be better connected to those around them.
- ✚ More support within communities, better housing options and improved support for carers will help people maintain their independence and avoid a crisis.
- ✚ Re-ablement services and crisis response will help people regain their independence at home after a crisis.

THE ADULT SOCIAL CARE OUTCOMES FRAMEWORK 2013/14

- ✚ Enhancing the quality of life for people with care and support needs
- ✚ Delaying and reducing the need for care and support
- ✚ Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

Making prevention everyone's priority

This prevention vision from the Secretary of State is a seminal moment for the public's health, one that PHE warmly welcomes.

Good health underpins a healthy economy and for years we have known that prevention is better than cure.

We need to help people to stay well and in work for longer, so they need the NHS less and later in life. And when people are unwell, we need to help them stay independent in their own home for longer, avoiding a move into hospital or the care sector.

So we must seek a better balance between a system focused on detecting and treating illnesses, with one that also predicts and prevents poor health.

To achieve this we must ensure prevention is invested in by the NHS and through local government and by national policy, and that people themselves are encouraged to take charge of their own health.

This need for a person-centred approach comes into sharper focus as our population ages and the number of people experiencing multiple long-term conditions inexorably increases.

With affluent people enjoying 19 more years in good health than those who are poor, carrying on as before is not an option and good health in a modern, caring nation should not be income dependent.

The Secretary of State's vision recognises this and advocates the need for integration of services, highlighting particularly the critical role and contribution of local government working inseparably with their local NHS.

Working together for real change

This vision and the imminent NHS Long Term Plan give us an opportunity to move beyond the rhetoric and into tangible actions.

Prevention boils down to helping people stay healthy, happy and independent for as long as possible.

We need action to be taken by the NHS, by national government and by local government, all working in partnership with the voluntary and community sector and industry. We also need to empower people to take charge of their own health. Together we can ensure that our children have the best start in life and are ready to start school, that our young people are supported so they enter adulthood ready to start work, and that adults are able to secure and maintain a job and a home.

QUALITY OF LIFE FOR PEOPLE WITH LONG-TERM CONDITIONS AND DISABILITIES

A principal aim of adult social care and support is to support those with long-term conditions and disabilities to improve their quality of life, and to empower them to have more choice and control over their daily lives. The ASCOF supports a focus on these priorities, with direct measures on personalisation and control, as well as measures of employment and accommodation for people with a learning disability and people with mental health problems.

LONELINESS AND SOCIAL ISOLATION

The White Paper signalled the Government's commitment to support active and inclusive communities, which support people to develop and maintain connections with friends and family.

The project continuously scans the policy horizon to ensure that we continue to shape the work to the latest policies.

Innovation in project design and funding

The PSMDB is continually looking for new and innovative methods of funding projects. We see innovation as a vital element of our work and as a tool that helps to provide cost savings and helps to drive out duplication.

Managing Risk

All potential projects are subject to scrutiny from the project managers and the Board.

CERT check that applications meet the eligibility criteria undertake financial tests and ensure compliance with relevant legislation.

The Board then makes a decision, based on risk analysis, whether to fund a proposal or to ask for changes to be made in the design of the project.

The Board puts time restrictions in place for some propositions and limits the funding into projects until milestones are achieved, or outcomes have been reported. This mechanism allows the Board to fund more innovative programmes while limiting the risk of failure.

Projects

Survival Rates

Since its inception in 2013, ten of the projects still continue to thrive. This bucks a national trend that shows that 60% of mainstream businesses fail within three years. If we followed that trend, we would expect to see only around five of those still functioning.

The sustainability of the projects has ensured that the modest investments made into them, have created more return than anticipated. If the trend continues, this will continue in future years.

This success is a result of the Boards insistence on realistic financial planning with regards to sustainability. Although some groups have seen this restriction as a barrier, it has been a real success in ensuring that investments are well-targeted. As a result, projects have generated significant impact for a minimal investment.

The following section re-visits some of the projects that have been developed through the programme.

Longevity

Longevity is an essential aspect of the project and can easily be overlooked. The small investments made by the Board continue to produce savings, outputs and benefits way beyond the period of investment and are capable of doing so for the foreseeable future.

Although the approach taken by the project is not a rapid solution, it is capable of producing an alternative health economy that attracts new resources and develops innovative solutions to issues faced by mainstream health and social care providers. Over time that new pool of providers will grow and diversify

The Boards adopts a rigorous approach to the selection of projects and employs a policy of only offering assistance to ideas that have a plan for financial sustainability beyond the investment. This approach has ensured that they have been able to build a high-quality group of businesses, capable of continuous delivery.

By supporting organisations making the transition from grant-funded activity into developing income-based strategies, PSMDB also builds the capacity of third sector organisations and as a result, enables them to create new activities. Organisations that have been supported go on to develop new ideas and become pro-active in assessing the needs of their service users and return to the programme to expand into new areas. Longevity therefore increases and enables the growth of the added value services available to the healthcare system.



Previously funded projects - success stories

Fusion

Fusion is a not for profit organisation (CIO) that delivers health and fitness activities to some of North East Lincolnshire's more challenged communities.

As well as increasing participation in sports, and in particular boxing, Fusion also acts as a fledgeling community hub.

Fusion currently offers boxing classes for kids, juniors, families and seniors, gym sessions and a range of exercise classes.

PSMDB was approached by Wayne Bloy of Fusion boxing who wanted to develop specialist boxing classes for people with learning disabilities and other mental health issues.

The project was born when Wayne was approached by a member of the CCG staff who had been asked by a service user to find boxing lessons.

Wayne was enrolled onto the Key Funds incubator project and worked with CERT to investigate the opportunity and see how it would impact on service users and the organisation itself.

The project was piloted and proved to be very successful.

After an informal meeting with the PSMD Board, Wayne was asked to produce a full proposal that included financial information, impact assessment and evidence of demand.

The Board accepted the proposal and but also adapted it to better meet the development needs of Fusion by funding a part-time post for six months that enabled Fusion to grow sustainably and free up time for Wayne to direct the organisation rather than delivering all of the services himself.

The Board awarded Fusion £30k which paid for;

- Paying a specialist coach two days per week on the payroll to offer the consistency of coach and approach
- Paying an administrator two days to take over the day to day responsibility for Fusion to allow the senior staff member (Wayne Bloy) to go out and promote the service and get other organisations on Board
- Paying him one day per week for the first year to make this happen, monitor and evaluate the project and re-design activities where necessary.
- Some upfront equipment to facilitate large groups with disabilities (boxing gloves, protective shields etc.)
- Bridging the financial gap until the service develops to a level that it can sustain itself

The project will be financially self-sufficient within six months and will deliver a wide range of benefits including;

Benefits to service users

Reduction in Stereotypic Behaviours – Studies have shown that children that engage in vigorous exercise (20 minutes or more, 3 to 4 days a week) have shown a decrease in stereotypic (self-stimulatory) behaviours, hyperactivity, aggression, self-injury, and destructiveness.

Improved Social Skills – People in these groups have a more challenging time engaging with their peers in a social setting. This could be due to anxiety, an inability to read social cues, low self-esteem, decreased verbal communication, etc. When children engage in sports programs, they build social relationships with teammates, work with others to accomplish goals, and build confidence. Sports participation also allows children to feel like they have a role in society and be part of a team, which they may not have felt before.

Establishing A Routine – Routines are incredibly important for children. Children with Autism tend to perform repeated self-stimulatory behaviours because it provides comfort that they are familiar with. By implementing physical activity slowly into a child's life so that their transition into a new routine is essential.

Weight Loss – Autism is related to a higher chance of early childhood obesity, which can lead to a greater chance that obesity can turn into more severe illnesses such as diabetes, heart disease, bone and joint problems. Children with Autism tend to live more inactive lifestyles, which in turn makes it harder for them to maintain a healthier weight.

Improved Attention – Many children with learning disabilities have trouble staying attentive not only in the classroom but also at home. One reason for the decrease in attention among children is due to their stereotypic behaviours that become a distraction. By increasing their exercise, it will help decrease their stereotypic behaviours and improve concentration. Also, a sport will also help them work together with others and improve listening to directions to accomplish the team's goals.

Benefits to the health and social care system

The benefits to the health and social care system are that by resolving these problems, future health issues can be avoided and as a result, savings on resources can be made. Please see above for the specific benefits.

The community footcare project

This project has now been operating since January 2017 and continues to thrive.

As well as operating out of its traditional base (Scarcho Community Hub) the project has added a range of new community settings such as residential care homes and Strand Court to the venues that it delivers services from. In response to service user demand, the project has now initiated a home visit service for those unable to travel to its established venues.



The project demonstrates how PSMDB addresses identified gaps in the supply chain and developed sustainable solutions.

We discovered that as prices for mainstream footcare services increased, more and more people were merely stopping using services. There were clearly, potentially dangerous consequences resulting from that lack of care.

We were made aware of the demand for a low price footcare service by one of our partner organisations whom we tasked with designing a solution. Foresight put together a proposal which the Board considered and funded, and the service has grown steadily.

The main aim of the project is to offer personalised prevention and well-being services to people who, without time-limited or ongoing support would be placed at a heightened risk of progressing to higher levels of need in the medium term significantly increasing costs to the NHS for these individuals.

The service is delivered over four days, weekly at a range of community venues across the whole of North East Lincolnshire including outlying villages where transport may provide an issue to community members who would benefit from the service.

Currently, the project works out of venues in Scarcho, Immingham, Cleethorpes, Waltham, Humberston, Habrough, Stallingborough, Laceby, Littlecoates area of Grimsby and central Grimsby. Further sites will be developed as the need arises all of which will be risk assessed to ensure ease of access and beneficiary safety.

The key objectives which will deliver health outcomes are as follows:

- ✚ To provide a supportive, relaxed, and non stigmatised environment close to people's homes to increase access to health-related preventative activity for the hearing impaired, older people and disadvantaged communities
- ✚ To maintain people at low levels of need and maximise independence.
- ✚ To provide opportunities to the hearing impaired, older people and disadvantaged community members that will lead to a healthier lifestyle and improved quality of life.
- ✚ To reduce the need for long-term health-related care and support.
- ✚ To develop a financially sustainable service that continues to offer long-term health-related benefits to our target audience.

The service provides a low-cost foot care service (in most cases 50% less than private practice) delivered by a fully qualified and trained practitioner who is employed by Foresight and operates under their quality standards policies and procedures, insurance policies, recruitment standards (references and enhanced DBS check) and access the training relevant to the service, e.g. Safeguarding, Lone Working

The project was developed in partnership with the Older People's collaborative to secure appropriate venues, and delivery of the service takes place when another activity relevant to our target audience is taking place.

The project is now seeing up to 160 service users a month and has employed an extra practitioner.

The service provides a range of benefits both to the customer and to local health services.

Customers have access to a much-needed service that is affordable and near their place of residence, which will serve to negate the need for potentially expensive travel. Also, the service through high-quality foot care enhances mobility, lessens the potential for falls and prevents the escalation into a higher requirement for health services related to poor foot care, e.g., diabetes.

Other benefits the service offers are that the services are delivered in community venues in tandem with other activities ensuring the project can signpost and introduce beneficiaries to potential activities that can enhance community involvement and assist in reducing social isolation.

The service aims to reduce demand on G.P.'s, reduce visits to A and E and reduce hospital admissions through improving mobility, lessening the potential for falls, preventing the escalation into a higher need of health services related to poor foot care and increasing community interaction decreasing the likelihood of depression caused by social isolation.



Silver Surfers

Silver Surfers delivers a holistic service to people who require support to fully understand and access the benefits of modern technology (laptops, tablets, smartphones).

This programme began in 2017 and continued to offer a vital service to often marginalised communities.

The majority of this service is delivered by volunteers, all of whom are recruited by Foresight and operate under their quality standards. Significantly within their volunteer base are two retired school teachers who provide training to new volunteers to ensure they have the skills and knowledge to provide a high-quality service which meets the needs and requirements of project beneficiaries. This is complemented by two qualified I.T. trainers within their staff team who are seconded to this workstream if demand exceeds expectations.

The service is delivered Monday – Friday however, given the level of volunteer input, there is potential for the service to be available on weekends. The service is provided both in community venues and through home visits for people facing mobility and access issues and sessions is delivered either 1-1 or as a group in line with personal preference.

A designated volunteer is appointed to support every individual who accesses the service and where possible the volunteer best suited to the requirements of each is matched to provide ongoing support until a level of competence is reached.

The volunteer workforce can advise on purchases with particular regard to budgets, the general use of modern technology, enables use of the internet as a means of shopping, communication, research, etc. and any other aspects of contemporary technology that may arise and this will cover P.C.'s, laptops, tablets, and smartphones.

Now fully established, the project works with between 20 and 30 people a week, the majority of whom are older people. The project aims to work with a minimum of 500 people a year.

The service provides a range of benefits both to the customer and to local health services.

Customers have access to a much-needed service that is affordable and near their place of residence, which will serve to negate the need for potentially expensive travel. The service is delivered in community venues, enhancing community involvement and assisting in reducing social isolation. Additionally, they have access to support, guidance and equipment which will lessen frustration, improve everyday living and enhance the quality of life through improved communication, online shopping, etc.

This project reduces demand on G.P.'s, prevent regress into a downward spiral of health through improving quality of life both for the individual and family circle and by increasing community interaction and communication with the family circle lessen the likelihood of depression caused by social isolation.

An unexpected outcome of the project is a developing partnership that would enable service users to use online health checks and improve access to telecare services and as a result, save costs and assist the rollout of new technology in the area.

Fresh Start Meals on Wheels

PSMDB first started working with Fresh Start in November 2015 when it invested £30,000 to help them grow and deliver more services. As you will see in other areas of this report, that relationship is still strong, and PSMDB continues to support the organisation. In return, we can increase and strengthen the supply chain of organisations delivering preventative services, in line with one of our stated objectives.

Fresh Start is now located within Foresights premises on Freeman Street, Grimsby. The service provides a “Meals on Wheels” service which delivers meals and support services to elderly and disabled people across North East Lincolnshire, seven days a week, 365 days a year.

At the time the project applied for assistance, they were providing around 400 meals a week.

The project

Referrals mostly come from the Hospital Discharge Team and Social Services and by being able to take new cases on when required Fresh Start often are assisting preventing bed-blocking which in turn saves the local authority money in fees in charges made by the NHS. Word of mouth generates new clients for the project.



A significant benefit of the service is to keep an eye on customers and raise any issues Staff are trained in referring these to the appropriate agencies and have established

procedures to work through. People want to stay at home, and they support people to do this.

Fresh Start has a higher number of drivers to customers and only cover about 15 each per day, which allows for the time to be taken – other providers service 30 to 40 customers per day.

One of the critical features of the project is the provision of freshly cooked food made from fresh ingredients and the health benefits that a nutritious brings. The project encourages people to be as independent as possible but adjusts for others who need more help. In these cases, they will often do little jobs for people to help them out as well as offering social interaction and contact with people. Staff are trained in Fresh Starts policies and procedures and raise any concerns that they have so help can be sought for people were needed from families or professional services. The principal asset of the programme is the volunteers who deliver the service.

Strand Court

Strand Court provides Housing with Care for older people in North East Lincolnshire.

The scheme was completed in July 2015 at Hope Street (off Albion Street), Grimsby and offers 60 specially designed ECH apartments for rental.

A vital element of the initiative is the restaurant daily serving a wide variety of hot meals and snacks, sandwiches and a range of hot and cold drinks. The service was managed by Care4All, a local charity.

It was brought to the attention of the PSMDB Board, that Care4All was struggling to maintain the service due to low take-up for its services and were on the verge of closing the service.

PSMDB liaised with Fresh Start Foods and Care to put a contingency plan in place in the event of the restaurant closing, to minimise the impact on vulnerable residents. Eventually one Friday afternoon, the restaurant did in fact close. Fresh Start moved in that weekend and with the help of volunteers moved a catering operation into the kitchens that they had refurbished. By Monday morning a new service was in place, and staff undertook consultation with every resident to ascertain what they wanted from the facility and how they could increase take-up.

The project operated successfully for many months, however, despite significantly increasing the numbers of residents using the facility, Fresh Start were unable to increase participation enough at key times of the day when the contract with the premise's operators stipulated the café had to be open. This meant staffing a café with few or no customers for several hours a day and meant the entire operation became loss-making.

The issues at Strand Court were compounded by the meals on wheels service continuing to expand and stretching the capacity of the organisation to deliver the service effectively. Rather than risk the valuable meals on wheels service the Fresh Start trustees decided to cease operations at Strand Court and worked to find an organisation with the capacity to take on home deliveries.

In October this year, Fresh Start ceased operation at Strand Court, and the meals on wheels service was absorbed into the catering operation of Foresight, a local charity based in Grimsby.

YMCA - Counselling Project



This project was initially funded by PSMDB in October 2014 and is still operating, supported by funding from Big Lottery and the YMCA.

The principal object of the project was to develop and form an Independent affordable counselling service to provide counselling for YMCA clients, partner organisations, and private clients.

The aim was to provide quicker initial access to counselling services for YMCA clients than was currently possible - with the average waiting time locally to see a counsellor being about eight weeks. This would lead to a quicker assessment, and it is this assessment that is the most vital element of dealing with an individual presenting themselves with Mental Health issues. This prevents the individual from presenting themselves at their G.P.'s Surgery or A&E, saving a significant amount of time and money for local health providers.

Special features and benefits

The creation of “YMCA Care” was also designed to offer *additional counselling provision to private customers who can afford the market rate* and an extra referral point for G.P.'s willing to pay for their patients to be referred - this is over and above standard commissioned services.

It was proposed that this additional income is utilised to support less well-off clients and others by offering counselling to those on low incomes at an affordable rate. This would impact on the health and social care sector by reducing large numbers of YMCA and partner organisations clients and others presenting at their G.P.'s or local A & E when they are unable to get a G.P. appointment, resulting in significant savings to local health budgets.

The counselling allows young people to overcome barriers to education, training, employment and independent living. The long-term sustainable benefits of the Social Enterprise are ongoing yearly programmes of training and other opportunities for trainees, including volunteering places in different specialist fields to assist in their long-term personal development.

The programme was designed to support the future provision of Qualified Counsellors locally addressing the chronic shortage of counselling support for individuals of all ages but especially Young People.

Headline information

- ✚ The project attracted £57,000 of additional income from outside sources
- ✚ YMCA Care is now delivering "Group-based" provisions which are proving popular
- ✚ Training was delivered to 60 college staff on referring people with mild to moderate mental health needs
- ✚ The project employs a counsellor - 20 hours week
- ✚ A £300,000 bid to Big Lottery to support the development project was successful and will finance the programme for three years with a possibility of ongoing funding
- ✚ YMCA is now developing a programme aimed at combatting domestic abuse aimed at young men

Specialist Gym Project

This project began in October 2013 and continued to produce significant health and social care outputs, without financial support from the CCG after the initial investment.

The specialist gym has spawned many new initiatives such as exercise and dance classes and as a result, has extended both the reach and capacity of the programme.

The primary aim of this project is to offer personalised prevention and well-being services to people who, without time-limited or ongoing support would be placed at a heightened risk of progressing to higher levels of need in the medium term significantly increasing costs to the NHS for these individuals.

The key objectives that will deliver health outcomes are as follows:

- To provide a supportive, relaxed, and non- stigmatised environment to increase access to health-related preventative activity for the disabled and disadvantaged communities
- To maintain people at low levels of need and maximise independence.
- To provide opportunities to disabled and underprivileged community members that will lead to a healthier lifestyle and improved quality of life.
- To increase levels of physical activity reducing the need for health interventions caused by excess weight and obesity
- To minimise the need for longer-term health-related care and support.
- To develop a financially sustainable service that offers long-term health-related benefits to the target audience

Progress to-date

Warehouse Fitness is fully operational seven days a week. It and also offers both personal training and an extensive range of fitness and individual health classes led by qualified instructors. The project employs three staff with another 12 staff working on a self-employed basis delivering sessional classes and personal training.

The service is now in its sixth year of operation, and without doubt, it is now well established within the disabled community, the local East Marsh community. It is also attracting people from the broader community of North East Lincolnshire.

At the time of the last report, the gym was accessed by 1000 people with over 180 people attending weekly, and this is complemented by the attendance of over 200 people at fitness and exercise classes. The project is working at full capacity and demonstrates how PSMDB and its partners use local knowledge and the expertise of specialist organisations to develop sustainable solutions to service user identified issues.



Current levels of activity

This year the number of Adults accessing the service has remained constant at nearly 1300 and over 250 people attending weekly. This number was impacted by the Corona Virus shut-down but is beginning to recover.

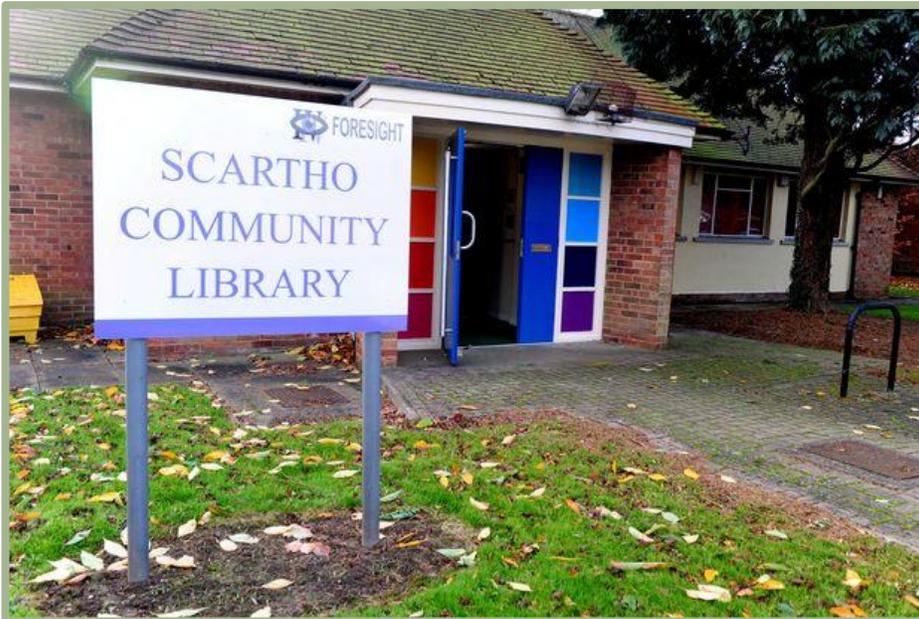
The number of Foresight Disability Users is around 50 a week. Again, this is complemented by more than 300 people attending a growing range of fitness and exercise classes. Additionally, the warehouse Gym delivers 3 x 2-hour general fitness classes per week during daytime hours, specifically for disabled people and have had an average attendance of 18 individuals. These sessions complement the weekly gym sessions that Foresight host for disabled people which average around 22 people a course.

The project has always sought to improve access and availability to the disabled community and have been developing a buddying system utilising their volunteer base to provide support on a one to one basis in return for the free use of the gym. This system is now fully operational and embedded in its volunteering programme.

Scartho Community Library:

The Hub now has 1800 members and activities take place five days a week.

The organisation has now established itself a Charitable Incorporated Organisation and operates independently with its own, community based, Board of trustees.



- Tai Chi
- Dancercise
- Jazz afternoons
- Over 50's keep fit
- Chair Based exercise
- Mah Jong/board games
- Bokwa - (cardiovascular exercise)
- Mosaic Workshops
- Art
- Bingo
- Step
- Card making
- Super Mums Fitness twice a week.
- Sewing Club
- Israeli dancing
- Folk Fiddle
- Classical Pilates
- Computer Coding
- Latin Solo
- Good Neighbours Social Group- twice a month
- Alzheimer's Society Memory Café
- A singing group for people with dementia and their friends and families
- Zumba
- Weightwatchers
- Tea dance – monthly
- Celebration Church.

The library is also a meeting place for the **diabetes support group, cancer support group, PCSO drop in** and **Ward Councillor surgeries**.

The library is developing its role as a community hub, information point and meeting place. It is part of the Safe Place Scheme.

Two extensions to the building have been resourced and built and have greatly expanded the range of activities on offer. These now include new exercise and fitness areas, communal space for dancing and recreational activities and changing and showering facilities that facilitate the use of the hub by cycling and running organisations.



From a small initial investment made through PSMDB, a whole network of financially self-sustaining services has been developed that impact on health and social care, add vibrancy to the community, tackle social exclusion and offer opportunities to develop volunteering while building considerable social capital.

Social Return on Investment

One of the critical measures of success for projects is the levels of Social Return on Investment that projects are capable of producing.

Social Return on Investment is an analytic tool for measuring and accounting for a much broader concept of value, considering social, economic and environmental factors. It is particularly appropriate for the PSMDB project where we are keen to understand the full impact of projects and not only the cash savings that they produce.

This approach produces many benefits, including:

- Quantitative analysis of outcomes
- Continuous improvement and monitoring of performance
- The ability to design more effective service provision
- Stakeholder input

An example of the Impact Map that collects and reports social impact is appended to this report as Appendix 1

The Lessons Learnt in 2020

This year has been unlike anything that most people have experienced. The strain on communities and the organisations that serve them has been immense, and as demand has grown, resources have shrunk.

For many people, the use of the internet and online services has been a life-line, and new ways of meeting the needs of isolated individuals have been developed with some notable successes. Unfortunately, this has exposed the chasm between the I.T. literate with access to equipment, and those without such access.

Some of the people most in need of access to on-line services and information are the ones with least access.

To this end, the PSMDB board has made it a priority for next year to facilitate an effective process by which people with little or no access to I.T. can be engaged and supported to learn its usage and be given access to modern equipment in ways they can afford.

The Board sees this initiative as one that will need to be delivered by several agencies in partnership and plan to “seed-corn” fund the initiative and take the lead on its inception.

Some of the issues faced by the projects that we have developed continue to remain significant and are primarily caused by the struggle to maintain high-quality services in a financially sustainable way, in areas of market failure and deprivation whilst maintaining their social values and ethos.

Critical areas of difficulty have been;

- Organisational issues

- Cash flow

- Tax and VAT issues

- Access to contracts

- Capacity – finding staff and in particular volunteers

- Capacity – finding and maintaining capable trustees and business/management skills



| <i>Stakeholder</i> | <i>Inputs</i> | <i>Outputs</i> | <i>Outcomes</i> | | | | <i>Attribution %</i> | <i>Deadweight %</i> | <i>Impacts</i> |
|---|--|---|---|----------------------------------|-----------------------------|------------------|---|---|--|
| Who we have an effect on Who has an effect on us | Finance (a contract) time skills etc. | Summary of activities (contract outputs) | Things that happen AS A RESULT of you delivering the outputs. Try to focus on things that wouldn't happen if other organisations delivered the outputs | | | | Has anyone else contributed to the delivery of these outcomes? | Would they have happened anyway without us | Outcomes MINUS attribution and deadweight |
| | | | Description | Indicator | Quantity | Fin Proxy | | | |
| Care Plus Group Employability Scheme | Time | Apprenticeships/Traineeships | Job Seeker's Allowance Fiscal benefit from a workless claimant entering work | Staff time sheets | 1 | £8,831 | 25% | 0 | £6,623 |
| Service Users | | Improved health and well-being | Fewer visits to G.P. | Evaluation personal fitness plan | 120 per year | £60 | 50% | 0 | £3,600 |
| Volunteers | Time, Support | Financial savings | Savings in staffing at minimum wage(£6.50) | Timesheets | 80 hrs week | £6.50 per Hour | 0 | 0 | £27,040 |
| | | | General savings | | | | | | |
| | | | Hospital inpatients - average cost per episode (elective and non-elective admissions) | Evaluation personal fitness plan | 10 per year | £1779 | 50% | 0 | £8,895 |
| | | | Reduction in obesity | Evaluation personal fitness plan | 30 | £16,688 | 50% | 0 | £25,032 |
| | | | Reduced social isolation | Evaluation personal fitness plan | 120-week users– 250 members | £900 per annum | 50% | 20% | £67,500 |

