

PREVENTATIVE SERVICES MARKET DEVELOPMENT BOARD
Annual Report 2019

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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 taken 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, two of which will open imminently with a third to follow early next year.

Responding to demand identified by the Single Point of Access (SPA), this year we developed one of our more innovative projects – a pet care service delivered by a local social enterprise and charity that serves people with a range of disabilities. The service addresses the problem of people who are reluctant to leave their homes for urgent medical care because there was no provision for someone to look after their pets. By removing this barrier users access care at an early stage avoiding the need for more complex packages of care. In addition, it is hoped that this service could encourage individuals to acquire a pet where it may support their wellbeing. Whilst also offering volunteering opportunities.

The headlines for this year are:

Total value of Awards	£391,602
Additional Funds Levered into the health and social care sector	£ 1,477,043
For £10 spent by PSMDB, it has attracted a further	£37.72
Money spent in the local economy 2019	£ 78,248
Value to the local economy (LM3 £2.45 for every £ spent)	£191,708

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.

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Background

In 2013 the CCG began a new project with the aim of developing 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 is made up 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 in the ambitions of the CCG 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 wellbeing – 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.

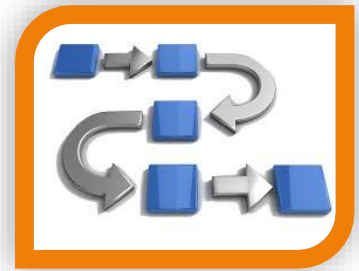
Applications are generated from three sources:

- ✚ Organisations are made aware of the project through social media, mail shots 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 requests for funding 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 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 organisations 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	£391,602
✚ Average Award Size	£21,756
✚ Additional Funds Levered	£1,477,043
✚ For £10 spent by PSMDB, it has attracted an extra	£37.72
✚ Total Combined funds invested in Community Health Services*	£1,868,645
✚ Total spend in the local community	£1,463,646
✚ Value of that spend (LM3 £2.45 for every £1 spent)	£2,639,101

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

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 wellbeing 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 complicity with relevant legislation.

The Board then takes 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 limit 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.

Community Hubs

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 change 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 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 however, 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 are facilitating are:

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

Once operating, the centres attract a wide variety of community members from across the age range and have proved particularly effective 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 arts 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.

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 3 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 and 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 and although this restriction has been seen by some groups as a barrier, it has been a real success in ensuring that investments are well targeted and as a result projects have generated major impact for a minimal investment.

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

Longevity

This is an important 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 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 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 on-going delivery.

By supporting organisations making the transition from grant funded activity into developing income- based strategies, PSMDDB also builds the capacity of third sector organisations and as a result enables them to develop 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 fledgling 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 PSMDB 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 will enable 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 harder 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.

We are now working with Fusion to build on their success and create a community hub that will enable them to attract the wider community and deliver a range of services and signposting that will impact on the health of people living in one of Grimsby's more deprived communities.



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 (Scartho 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 wellbeing 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 on a weekly basis 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 Scartho, 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 (up from 130 last year) and will soon reach its capacity. Plans are in place to train more technicians to meet the growing demand.

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 activity that can enhance community involvement and assist in reducing social isolation.

The service aims to reduce demand on GP'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 IT trainers within their staff team who are seconded to this work stream 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 are 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, general use of modern technology, enable 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 PC'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 GP'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.

St Hughs - 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 continue 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.

The St Hughs Centre is situated in the West Marsh area of Grimsby. The centre provides activities for all the family including a “Meals on Wheels” service which provides meals and support services to elderly and disabled people across North East Lincolnshire, seven days a week, 365 days a year as well as a daily lunch club.

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.

The funding established a new kitchen in Cleethorpes which is used as a base for Cleethorpes and New Waltham customers; this is working very well and saves a lot of travel. The Cleethorpes kitchen is based in St Aiden's, and that is now also near capacity, and they are considering looking at another kitchen.

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 where needed from families or the 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 key 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, in order 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 result was a new menu and increased services and the facility is now well used and financially sustainable and continues to develop to meet the needs and demands of its service users.

This approach is typical of the work of PSMDB. The board are perpetually scanning the horizon for gaps in the health and social care market and then finding innovative solutions through the network of organisations that the managing agent (CERT Ltd) are able to call upon.



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 presenting themselves at their GP'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 GP'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 GP's or local A & E when they are unable to get a GP 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 on-going 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 wellbeing 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 now fully operational seven days a week and also, to open access gym sessions it offers both personal training and an extensive range of fitness and personal health classes led by qualified instructors with availability seven days a week. To date, the project continues to employ three staff with another 12 staff working on a self-employed basis delivering sessional classes and personal training.

The service is now in its fifth year of operation, and without doubt, it is now well established within the disabled community, the local East Marsh community, and 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 on a weekly basis, and this is complemented by the attendance of over 200 people at our fitness and exercise classes. This is the capacity of the facility at this time 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 increased by 25% to nearly 1300 and over 250 people attending on a weekly basis. The number of Foresight Disability Users has risen to 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 free use of the gym. This system is now fully operational and embedded in their volunteering programme.

Headline information

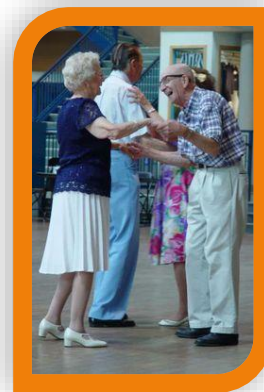
Project cost to CCG = £30,000

Total social Impact = £415,420

Benefit to CCG = £275,418

Plus an additional £30,768 in funding attracted from other sources

Total benefit to-date of £721,606



Time Banking

First commissioned in 2014, the time banking project has proved to be a huge success.

Local research has identified a lack of social and recreational opportunities as a significant driver of ill health and the time banking project was designed to impact this area.

By developing local activity hubs, the programme has attracted hard to reach individuals and engaged them in a wide range of activities that overcome social isolation, impact on general health and at the same time enable service users to be signposted to other services.

Foresight has developed a social enterprise that offers a personalised prevention and wellbeing service providing older 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. It enables people to both receive and give support, creating ways for people to help one another to take advantage of the opportunities of an ageing society and allow all of us to age better.

People regain a sense of purpose by using their skills and abilities to help each other as well as getting the support they need. It increases health and wellbeing, energises and motivates and works against models of learned dependency. It releases community capacity and engages people who may shy away from traditional methods of support. Once people become visible in their community, it reduces their isolation and gives them a voice and influence that is essential when community services are being developed.

Progress to-date

From a standing start in June 2014 the project has seen phenomenal growth in the range of services that it has facilitated. The current programme includes:

Initial Lunch Clubs:

Scartho – held every Thursday and caters for 60 people on average each week.

St Michaels Littlecoates – held every Monday and caters for 30 people on average each week.

A new singing club attracts 20 people a week, and St Michaels is now a fully independent unit that functions sustainably.

The lunch clubs provide affordable, nutritious meals and this helps people to improve and maintain their health.

People have formed friendships, renewed old ones and meet at other times of the week for cinema visits, etc.

A group at Scartho have a telephone checking system where they ring each other to make sure that everything is well with the members.

Existing Social and Activity Groups:

Singing for Fun:

This meets every Monday at St Michael's. It is volunteer-led, and the group of 16 now sing regularly at Residential homes and the Community Carol Concert at St Michael's. Apart from the benefits of singing together the group has started to meet earlier to share tea and cake and chat.

Tai Chi.

This meets every Tuesday at St Michael's, and an average of 17 people attend each week. This exercise helps with balance, mobility, and breathing. It can also reduce stress and anxiety levels.

Social group:

This meets at The Warehouse each Wednesday. People meet together, an average of 10 each week to socialise and join in different activities such as Kurling.

Dancercise:

This is a low impact exercise group and an average of 10 people each week meets to enjoy music and movement. This has obvious health benefits.

Scartho Community Library:

This 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 – 15 meet each Monday.

Dancercise – 12 meet each Monday.

Jazz afternoons – held fortnightly with a quartet of retired musicians. This event attracts an average audience attendance of 60.

Over 50's keep fit – 12 people meet each Tuesday.

Chair Based exercise – 10 people meet each Tuesday.

Mah Jong/board games – 16 people meet each Tuesday

Bokwa - (cardiovascular exercise) – 11 people attend each Tuesday

Mosaic Workshops – 12 people meet once a month.

Art – 12 people meet each Thursday

Bingo – 26 people attend each Thursday

Step – 12 people meet each Thursday

Card making – 10 people meet twice a month

Knit and Knatter – 14 people, meet every Friday.

New activities at the centre this year include:

Super Mums Fitness twice a week.

Sewing Club

Monday club for people who are visually impaired and their friends and families.

Israeli dancing

Folk Fiddle

Classical Pilates

Computer Coding

Latin Solo

Good Neighbours Social Group- twice a month

Alzheimer's Society Memory Café – monthly

A singing group for people with dementia and their friends and families - Twice a month

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, including new exercise and fitness areas, communal space for dancing and recreational activities, 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 have 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 2019

Some of the issues faced by the projects that we have developed continue to remain significant, and are largely 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.

Organisational issues

Critical areas of difficulty have been;

- 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

The Hub Approach

The formation of genuine community hubs, that meet the identified needs of a community, are a very effective method of engaging with hard to reach people and facilitating preventative health measures. PSMDB recognised the success of the facilities that it had previously funded and made the decision to encourage that type of activity.

The approach has been to work with existing organisations to grow their current activity and support them to build the provision on offer. Usually the creation of a community hub is an expensive proposition requiring significant public and charitable funding. In the absence of that, the approach has to be one of organic growth. This approach is necessarily slower and takes considerable effort from all involved however it has proved to have several advantages;

- It is cost-effective
- Hubs built around the identified needs of service users gain superior buy-in and use from the community
- Cash flow issues are reduced
- There is time to recruit and train suitable volunteers
- Partnerships can be explored and developed to meet need as it arises.

<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 GP	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

