

PREVENTATIVE SERVICES MARKET DEVELOPMENT BOARD
Annual Report 2021

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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:

- Lever 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 former 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 respond to unexpected situations.

The Boards 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, in light of the Covid-19 pandemic, PSMDB has successfully concentrated on ensuring that the projects it has developed have remained sustainable and delivered valuable services. We have also worked alongside the recently developed Community Hubs to ensure that they continue to flourish.

This year we have also seen the development of a bike riding for the disabled programme, a new handyman service, a hairdressing service, a food bank and a programme that will grit the paths of elderly and vulnerable community members to help reduce falls and their subsequent consequences

This report outlines the project's successes, looks at past and present projects and demonstrates the board's impact on developing the marketplace. We look at how the project has attracted 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 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 various disciplines and acts as a mechanism for deciding 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 delivery method.

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 successfully developed 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 developing new areas of work where collaboration between traditional service deliverers and the third sector is making a tremendous difference. This has attracted new financial resources, enabled overheads sharing, and streamlined 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 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 supplies market information based on unmet needs 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 straightforward as possible for the organisations applying while being rigorous enough to ensure that groups deliver services to a high standard.

The process

Applicants are asked to complete a simple Initial Application form that 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 to invite project sponsors to meet the board for an informal discussion. Discussions generally happen where the board is unclear about some project elements, can see ways to 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	£485.421
✚ Average Award Size	£23,115
✚ Additional Funds Levered	£1,745,219
✚ For £10 spent by PSMDB, it has attracted an extra	£5.95
✚ Total Combined funds invested in Community Health Services*	
£2,192.640	
✚ Total spend in the local community	£1.9m
✚ Value of that spend (LM3 £2.45 for every £1 spent)	£4,655.000

*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 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

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

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

The board puts time restrictions in place for some propositions. It 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.

Community Hubs – The rationale

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 securing the future of the three community hubs developed last year. We have worked with them to innovate and deliver new services based on feedback from the communities that they serve.

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, Fusion Community Hub and the Crescent Community Hub) makes this a worthwhile investment of time and effort.

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, 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.

2021 Projects

This year saw the PSMDDB project concentrate on developing the community hubs initiated 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, work was well underway when the COVID-19 crisis struck, which 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 planned. Still, they all developed significant roles using social media and the like.

Some took the "downtime" as an opportunity to re-fit and refurbish premises. In contrast, others undertook fresh community consultation 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.

Foresight has developed a bike riding for the disabled programme that offers people of all abilities the opportunity to ride bicycles in a safe environment with the assistance of specially trained volunteers

Fresh Start has developed a new handyman service that undertakes general maintenance, gardening and property upkeep for vulnerable adults at a minimal cost. An added benefit is that it trains adults with learning disabilities as part of the process. They also now offer a hairdressing service.

Fusion Hub is now delivering a food bank and offers low-cost childcare.

Foresight has developed a programme that will grit the paths of elderly and vulnerable community members to help reduce falls and their subsequent consequences and are in the process of turning part of the Crescent Community Hub grounds into an allotment to grow fresh food and offer exercise for service users.

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 positively impact 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. 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. It 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. It is currently undergoing extensive re-modelling to accommodate people 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 in offering a bespoke activity timetable and ensuring that the project hit the correct 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 successfully submitted a funding application for the National Lottery Development grant. 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.

During the pandemic, the centre has renovated much of the building and added floor space. This includes extra space for exercise for adults, young people and people with learning and physical disabilities (see below)





Fusion has also developed a provision for community learning and an ICT Suite to train elderly residents to use I.T. The provision will impact social isolation and enable older people to take advantage of innovations in health delivery online.

Collaboration

Fusion adopts a multi-agency approach in delivering services. It 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 has an electronic system 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

The Crescent Community Hub

The Crescent Community Hub is based in the Sidney Sussex ward, Cleethorpes. Again, it results from 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, 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 is passionate about providing community-based provision to the local community and ultimately enhancing residents' quality of life.

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

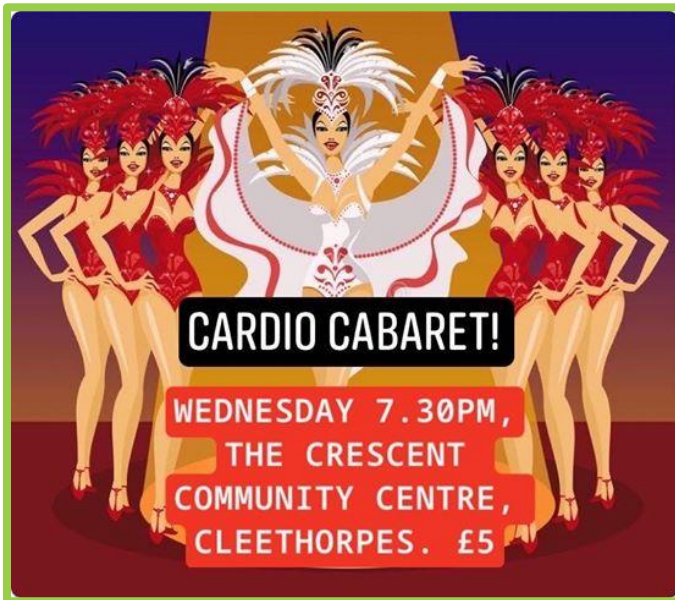
The primary social purpose of the Crescent Community Hub is to promote social inclusion either through addressing social isolation or preventing social isolation. To achieve this, the organisation provides a range of community-led activities, support, volunteering opportunities, and services within the community hub, which engenders high levels of community engagement, leading to greater community cohesion and people feeling more empowered to address issues and find solutions 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 that most beneficiaries will be older adults; however, all activities 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 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, most of whom are older people residing in the Sidney Sussex ward and surrounding areas, particularly Cleethorpes. In the main, they are disadvantaged by long term health problems and high levels of social exclusion.

The main benefits are the availability of support and the 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 health and emotional well-being and increasing independence. This reduces 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. This addresses social exclusion, loneliness and emotional well-being.

They have access to information, advice and guidance, which will improve lifestyles and overall quality of life. As a result, all beneficiaries will experience a distinct all-around 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 a conservative estimate.

Most days, there will be a minimum of six activity sessions complemented by therapeutic social sessions, e.g. arts and crafts, music. 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). There will be opportunities to access activities in the evenings if required.

The Crescent Community Hub undertakes the work. They are a relatively new organisation 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 the safety and well-being of participants is at the forefront of all planning and service delivery. The Crescent Community Hub team has extensive experience working with its target audience with strict policies and procedures 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. This ensures participants feel safe, are experiencing and are realising benefits in line with their individual needs and requirements.

The community hub's day-to-day running is undertaken and managed by volunteers, as is the organisation's overall management. All of the Board of trustees are volunteers. The Hub currently has 36 volunteers involved in managing and delivering activities and services within our community hub. The strength of this approach is the 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. Services include advice, guidance and information sessions and partners 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, ensuring it is high profile throughout the area.

Crescent Community Hub was fully refurbished during the pandemic and has developed new services and facilities, including a community garden/allotment.

Centre staff have undertaken extensive consultation with the community to develop new services that align with local needs and expectations.

It is a testimony to the inclusive approach that the Hub is now in full use, with activities being offered seven days a week. Most activities are reaching capacity, and plans are being drawn to expand the building to meet newly identified issues.

Scartho Community Library:

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

The organisation has now established itself as a Charitable Incorporated Organisation. It operates independently with its own community based board of trustees.



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- 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 greatly expanded the range of activities offered. 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 health and social care, add vibrancy to the community, tackle social exclusion and offer opportunities to build volunteering while building considerable social capital.

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 investment period. They 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 selecting 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 built 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 develop new ideas and become proactive 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, particularly 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 on the Key Funds incubator project and worked with CERT to investigate the opportunity and see how it would impact 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 demand evidence.

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 (Scartho Community Hub), the project has added a range of new community settings such as residential care homes and Strand Court. 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 develops sustainable solutions.

As prices for mainstream footcare services increased, we discovered that 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 who were tasked with designing a solution. Foresight put together a proposal which the board considered and funded, and the service has grown steadily.

The project's main aim 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 North East Lincolnshire. This includes outlying villages where transport may provide an issue to community members who 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. Other 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 deliver the service 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 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 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. This enhances community involvement and reduces 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, recruited by Foresight and operated 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 that meets project beneficiaries' needs and requirements. 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. The 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. Where possible, the volunteer best suited to the requirements 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 the 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, most 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 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, preventing regress into a downward spiral of ill health by improving quality of life both for the individual and family circle and 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.

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 and offer social interaction and contact with people. Staff can raise any concerns about service users, and help can be sought for people needed from families or professional services. The principal asset of the programme is the volunteers who deliver the service.



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

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 2021

It's not surprising that the Covid-19 pandemic profoundly affected projects delivering their services. The fact that the projects supported by PSMDDB still exist is remarkable, but given all that has happened in the last two years, seeing them expand and develop new services is very gratifying.

Sustaining the projects hasn't been easy. We have learned many valuable lessons about the support needed to carry organisations through a crisis and, in particular, how support needs can vary across similar organisations.

The biggest lesson we learnt was the pandemic's impact on organisations that rely wholly on or in part on volunteers.

The pandemic affected volunteering in several ways:

- Some volunteers stopped volunteering to self-isolate
- Some volunteers moved from their positions into more focussed "covid related" activities
- New volunteers emerged as a result of the pandemic. Some remained whilst others stopped as the crisis cooled
- Some volunteers became much more prescriptive about the activities that they would undertake
- There was a general reduction in the hours that people were prepared to volunteer

Clearly, having sufficient volunteers is crucial, but for some services (such as Fresh Start Meals on Wheels), the volatile nature of volunteering in a pandemic becomes a threat.

Many people rely on services, and they are a lifeline for some people. A sudden shortage of drivers, cooks or carers can cause serious issues.

Thankfully, third sector organisations are prepared to go the extra mile, and many organisations came together to share resources. Still, we recognise that things could have become severe if the situation remained critical for longer. PSMDDB is facilitating discussions between the projects to try and develop systems and procedures to combat these issues should they arise again in the future.



<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

