



City of Westminster

# Westminster Health & Wellbeing Board

<b>Date:</b>	26 May 2016
<b>Classification:</b>	General Release
<b>Title:</b>	Health and Wellbeing Hubs
<b>Report of:</b>	Liz Bruce, Executive Director of Adult Social Care
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	The Health and Wellbeing Hubs programme explores the potential for using our estate to greater effect, developing multi-disciplinary, person-centred service hubs which increase access to prevention and early intervention services, particularly among those at risk of developing multiple needs.
<b>Financial Summary:</b>	NA
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## 1. Executive Summary

- 1.1 The Health and Wellbeing Hubs programme was initiated to test how best to improve the lives and outcomes of disadvantaged groups and individuals through changing the way we work within the Council and with our partners. The focus is on improving the use of our estates so as to increase access to preventative services for those at risk of experiencing multiple needs. The programme aims to prevent the development of complex issues that are costly to individuals, families and public services to resolve. This paper builds on the previous Health and Wellbeing Board paper on this topic considered on 17 March 2016<sup>1</sup>.

## **2. Key Matters for the Board**

2.1 The Health and Wellbeing Board is asked to note the progress the Council and partners have made in this programme thus far and its further proposals and next steps. The Board is also asked to consider how:

- This programme of work relates to projects currently underway or being planned by partners; and
- Partners can contribute to the future development of this programme of work.

## **3. Background**

3.1 The approach of Health and Wellbeing Hubs is based on public service reform principles around co-location; joint working between multiple sectors and professions to build services around individuals. The overarching mission of the programme is to intervene with high risk cohorts at early stages to prevent them from requiring complex and often costly public services, such as admissions to Accident and Emergency departments, emergency service call outs or long term social care. We will do this through changing the way we work to deliver existing services, rather than by developing new ones.

3.2 There are three work streams within the Health and Wellbeing Hubs programme:

- Testing out new approaches to improving health and wellbeing outcomes and reducing dependency on public services among single homeless adults in temporary accommodation;
- Refreshing the existing older people's hubs to improve access for those who need the services most and to reduce social isolation; and
- Developing upon the nascent plans within the Church Street Renewal Programme for a health and wellbeing community hub on the site of 4 Lilestone Street / Penn House.

## **4. Refreshing Older People's Hubs**

4.1 The Council has four contracts for the provision of preventative services to older people. These contracts, located in the wards with the greatest need; Queens Park/ Harrow Road, Westbourne, Church Street, and Churchill, are jointly funded with the Central London and West London Clinical Commissioning Groups (CLCCG/WLCCG). Originally let in 2012 they were extended through a direct letting in June 2015 for the period up to July 2017.

- 4.2 The hubs provide a diverse range of activities to the local community which are aimed at improving or maintaining good mental and physical health and reducing social isolation. A range of activities are offered in a number of sites in Westminster.
- 4.3 Early findings of a detailed review of the hubs (available upon request) were presented to the Health and Wellbeing Board. These findings confirmed that a pro-active, evidence-based approach is being undertaken as part of the programme.
- 4.4 Extensive mapping work has been undertaken to establish the full range of services being provided for older people, and the sites and buildings from which they are being offered. Geographic focus is currently on the south of the city, specifically in and around the Churchill area.
- 4.5 Since the Board last met, all of the venues and locations utilised by the Churchill hub and others identified by Adult Social Care (ASC) have been subjected to an initial summary appraisal around cost and suitability. Initial findings have suggested that the financial benefits of relocation may be relatively small in the south. Further in-depth analysis is on-going.
- 4.6 Connection with the work of Growth, Planning and Housing will be key to the success of this work. Productive discussions are already underway between the council and City West Homes, to understand some specific ways in which we could work together to take full advantage of our collective assets and resources to meet local need.
- 4.7 Library locations have been mapped but obtaining a more in depth understanding of what they already offer and potentially could offer is required. In particular a more detailed understanding of libraries as venues for services to support older people will enable us to consider in detail what potential there is (and what the comparative benefits and challenges may be) of re-location or clustering of services in those buildings. Early analysis has shown that there is not much duplication with libraries in terms of service offer but there might be in terms of cohort e.g. some people attending hubs may also attend libraries for health related interventions.
- 4.10 Discussions are underway to look at the use of the mainstream offer to promote health, wellbeing and continuing independence and develop low/no cost initiatives that can help with more targeted prevention work e.g. extending use and offer of the mobile library service, developing digital services, creating adaptable space to host events and activities. Discussions around opportunities

to develop an innovative service offers that provide better value for money in the market (e.g. community based day centre alternatives), which provide a more vibrant offer, and attract users with direct payments to spend their money with libraries is also underway.

- 4.11 Critically important is the need to map the physical assets owned and operated by our health partners, initially in the south of Westminster. GP surgeries are the first element of this. The key will be in successfully capturing this additional information in a way that is useful and meaningful in analysing opportunities and developing specific proposals and ideas for improvement. Beyond simply mapping where GP surgeries are, specific consideration will need to be given to whether they may have space that could be put to different or better use, and if so where, what is the nature of that capacity. This will require focused joint working with our health partners with a clear mandate to collaboratively develop and deliver joint service delivery solutions.
- 4.12 To date a successful meeting has been held between ASC, Open Age (the provider of three of our hubs) and nine CCG Care Navigators. A detailed overview of the current older people's hub offer was provided, with particular reference to the work in the south of the city, and the current activity programme outlined. In addition, the Churchill hub manager also joined ASC at a recent South Westminster CCG Village Meeting. The purpose of the meeting was to promote the older people's hub offer, explore opportunities to work together/co-locate and identify areas where there could be duplication.
- 4.11 Next steps involve a multi-stakeholder workshop for mid-May where Westminster City Council, the CCG, housing providers and others can discuss in more detail, and in more specific terms, the potential for greater joint service delivery, including the potential for sharing of space and resources.
- 4.12 The implementation of the CCG's Whole Systems Social Prescribing pilot in the south of the City will also be discussed. The intended purpose of the session is to further develop momentum and buy-in for this work, and support a clear and shared understanding of what we would like to achieve by optimising older people's services, in terms of the outcomes we seek to achieve and what it will take to deliver this collaboratively. The proposed agenda will also focus on identifying key drivers (contextual and policy conditions) and working collaboratively to achieve outcomes.

## **5. Newman Street**

- 5.1 One of four general needs temporary accommodation facilities for single adults located within Westminster, Newman Street is a mixed-sex facility comprising of 77 self-contained studio flats. The majority of Newman Street residents are vulnerable adults with complex multiple needs, which include substance and alcohol addiction, significant mental and physical health issues and history of crime and/or anti-social behaviour. The ambition for this project is to target existing preventative services at a cohort of individuals who require early intervention to prevent them from experiencing greater difficulties and decline.
- 5.2 Together with our providers, CLCCG and Great Chapel Street Primary Care Centre, we have jointly developed a model to improve how we target existing services and improve residents' life chances. This addresses people's multiple needs in parallel and proactively takes services to them in order to facilitate access and engagement. Ultimately, the model will seek to enable residents to become self-reliant, to enter, re-enter or engage in employment activities and other meaningful occupation and to become financially independent.
- 5.3 The data on residents at Newman Street shows a high-level of vulnerability and multiple complex needs. Support to this cohort was enhanced through the deployment of floating support workers and pathways officers, who were introduced into the building in September 2015 to increase resident engagement with relevant services, such as primary care.
- 5.4 We recently conducted a preliminary evaluation of the floating support services. This showed a high engagement rate with support services, a reduction in safeguarding alerts and a consistent number of pathways placements. Residents are better linked to health services and the multi-agency approach provides more holistic support for the very vulnerable and complex cases. They are being supported to better manage their physical and mental health, as well as better managing substance misuse issues. They are also being supported to have their benefits issues resolved thus enabling them to maximise their incomes and develop budgeting skills. This has had a positive impact on their tenancy sustainment at Newman Street as well improving their mental and emotional wellbeing. These benefits will be felt beyond their stay at Newman Street.
- 5.5 Going forward, we need to consider whether we track individuals beyond Newman Street to see the whole benefits of this intervention. We need to refocus on skills training and volunteering to improve employment outcomes for residents. We also need to consider how we can capture more reflective data on the softer elements of 'life outcomes' such as personal motivation, self-

confidence, enhanced social life and a greater sense of empowerment and personal independence for each resident.

- 5.6 All of the work in this area has shown how we've improved our services to these households. We expect continued improvement with the adoption of clearly defined KPIs, further learning from hostel best practice, and the overall transformation of our offer for singles.

## **6. Church Street Health and Wellbeing Community Hub**

- 6.1 Westminster City Council's Futures Plan<sup>2</sup> set out a 15 – 20 year vision for the development of the Paddington Green, Church Street and Lisson Grove locality. Urban Initiatives, the council's appointed urban planning and design specialists produced the plan following extensive consultation with local residents and stakeholders. In it were recommendations to deliver better homes, parks and open spaces, cultural, economic and enterprise opportunities, improved retail, better connections and community facilities.
- 6.2 A key project proposed within the plan was the development of a health and wellbeing hub that would accommodate health centre facilities, childcare provision, office space for appropriate council services and flexible community space. The original proposal included provision of residential flats above the community and health facilities on the ground floor, however later iterations of the concept replaced this with additional office space. This project enjoys strong support amongst residents and is a critical piece of social infrastructure to support the transformation of the neighbourhood.
- 6.3 Development of the Lilestone Street site is dependent on the demolition of Penn House, a block of council-owned sheltered accommodation and relocation of the 44 residents to new accommodation currently being built at Lisson Arches (which will complete in late 2018). It is anticipated that the Lilestone Street build will not be completed until 2021.
- 6.4 The Church Street Regeneration project team have met with NHS colleagues twice in 2016 to progress with development plans. Initial massing studies have indicated the building will provide c80,000sqft of space, with c25,000sqft to be for NHS use. Feedback from NHS is that space will be required for GP and community healthcare services (such as podiatry, dentistry, IAPT) and Out of Hospital services, as well as a potential need for office space.

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<sup>2</sup> <https://www.westminster.gov.uk/futures-plan-for-housing>

- 6.5 Alongside the development of the physical hub space, the project team is developing a vision for how the services and facilities within the hub should operate, as well as identifying activities that need to be undertaken now to pave the way for this. This offers an exciting opportunity to think strategically about how to meet the health and wellbeing challenges in the locality.
- 6.6 The Church Street Futures Steering Group (FSG) grew out of development of the Futures Plan and is supported by 10 working groups including:

Futures Steering Group			
Health and Wellbeing	Arts and Culture	Infrastructure and Public Realm	Employment & Skills
Luton Street	Finance & Viability	Cosway Street	Market & Retail
Lisson Arches	Communications		

- 6.7 The Health and Wellbeing Working Group<sup>3</sup>, chaired by Ruth Runciman (local resident and former Chair of the Central & Northwest London NHS Foundation Trust) - has been developing a ‘Theory of Change<sup>4</sup>’ for Church Street. Work undertaken so far has focused on identifying responses to the following questions:
- What are the issues and problems that we are trying to address?
  - What are the types of change that we are hoping to promote?
  - How is this change likely to happen?
  - How will the change be measured?
- 6.8 The group has drafted an Outcomes Framework that comprises qualitative and quantitative measures sitting under thematic headings focussed on the outcomes we are trying to achieve, all of which reference the ambition in the Futures Plan to make Church Street ‘London’s Most Liveable Neighbourhood’. This will be aligned as appropriate with other relevant strategies and outcomes frameworks, such as the Health and Wellbeing Strategy. This work will underpin the social and economic development activity that we do in the locality, and will inform the work plans for the various working groups listed above.
- 6.9 In March 2016, the project team hosted a well-attended workshop with senior managers and commissioners from the council and NHS to develop this thinking

<sup>3</sup> The group is seeking **new members with a clinical background** – please contact Helena Stephenson if interested

<sup>4</sup> **Theory of Change** is a specific type of methodology for planning, participation, and evaluation that is used in the philanthropy, not-for-profit and government sectors to promote social change. **Theory of Change** defines long-term goals and then maps backward to identify necessary preconditions.

and to get feedback on the logic model already developed for the hub. A similar workshop with local community organisations and FSG members is planned for May 2016. Local residents will be consulted on these issues via a peer research project scheduled to run over the summer of 2016.

**7. Legal Implications**

None at this time

**8. Finance Implications**

None at this time

**If you have any queries about this Report or wish to inspect any of the  
Background Papers please contact:**

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