Section 1. Context

1. How does your proposal demonstrate delivery of the 2050 Ambition?

This new merged Community Hubs Model bid pulls together several community hub proposals identified in three 2050 outcomes: Safe & Well, Active & Involved and Opportunity & Prosperity. A clear theme emerged from the bids highlighting a common interest in further development of community hubs with access to localised community funding opportunities.

Coming together, the outcomes leads and service leads refocused the combined bid on the development of a common model for how community hubs are further developed in Southend. This development includes a framework for governance, leadership/coaching, analysis and insight to ensure a future approach is taking in the bigger picture across Southend and all of the community assets.

The vision is to approach the voluntary sector, with Integrated Commissioning & Partners as lead commissioner. A Community Hubs framework will be coproduced with the community and developed using existing experience from the established Southend hubs and the A Better Start Southend Parent Champions Programme. The model will identify community needs and strengths with an aim to build community resilience for community ownership. This bid is inter-linked with the Community Builders/Connectors bid.

Local intelligence, strategic leadership, the JSNA and asset mapping will identify communities to test...
the new strength based methodology (ABCD) moving forward. There are four hub developments proposed as a priority and will be in the first wave of development.

- York Road with a thematic focus on health & wellbeing and community safety
- St Luke’s will look at connecting partners together to improve health and wellbeing
- Town Centre – testing hubs accessible in the high street (linked to Town Centre bid)
- (Children’s) Centres- enhancing the asset as family hubs & multigenerational environments

2. What evidence have you got that this approach will deliver of the outcome?

**National Evidence Base**

ABCD  Assets based community development

King’s Fund: Strong communities, wellbeing & resilience

Health Matters: Community centre approaches for health & wellbeing
PHE Community Life Survey 2016/17

Building Healthier Communities

[https://www.england.nhs.uk/five-year-forward-view/](https://www.england.nhs.uk/five-year-forward-view/)

Vanishing High Street

[https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/1010/full-report.html](https://publications.parliament.uk/pa/cm201719/cmselect/cmcomloc/1010/full-report.html)

**Local Evidence**

The current local evidence is all service specific evidencing areas of good practice to build on and takes a strength based approach.

- High level mapping CCP – reducing poverty and social isolation mapping
- Map of the current adult hubs
- Adult Hub project case studies
- Southend-on-Sea Borough Council Community Commissioning Prospectus 2018-21 Consultation Report March 2017
- 2016 Adult social care transformation vision
- Local plan consultation
- Evidence sessions; Opportunity & Prosperity, Re-imagining the Town Centre
- Town Centre Walkabouts
Example- This new model also fits in with the wider STP health strategic approach for localities and integration as developing new relationships with communities is identified in the NHS 5 year forward plan framework

3. What are the measures of impact, success and how will you embed learning?

The community hub model is looking to ensure that there is strategic oversight, including use of intelligence, knowledge and insight for planning, capturing and sharing learning, monitoring outcomes and targeting resources across community hubs on locality footprints. Outcome monitoring could include smart dashboards, local residence surveys, community finance initiatives and examples of success for scaling up services and or programmes. The use of case studies will be used to capture the lived experience (voice data); evidencing lives are improving by access to the hub.

The existing hubs, Children Centres and wider community assets will be used to develop and provide bases:

- 9 Children’s Centres
- 6 Adult hubs
- 2 specialist adult Learning Disability hubs
- 1 specialist adult mental health hub
- 2 Early Help hubs
- Community assets or third sector services

**Targeted hubs** will be developed with and by the community with bespoke themes identified in priority areas from Southend 2050 bids:

- York Road with a thematic focus on health & wellbeing and community safety
- St Luke’s will look at connecting partners together to improve health & wellbeing
- Town Centre – linking into wider 2050 on Town Centre as well as making hubs accessible in the high street
- (Children’s) Centres- enhancing the assets for family hubs & multigenerational environments

**Some of the outputs considered for individual hubs that will require consideration:**

- Co-design with residents for the development of the hub model for the local community
- Regular residence survey and resident feedback
- Development of a dashboard to capture service activity
- Updated Locality Profile and community profiles
- Learning register to capture programme success, case studies and community funding projects
- Community funds programme

**Outcomes and impacts will need to be considered with an aspiration to have common indicators that can be measured across the range of hubs. This will be a range of qualitative and quantitative indicators.**

- Improved lives of residents
- Improved community safety
- Improved awareness of benefits and opportunities available to improve financial stability
- Improved community resilience
Example – outcomes for children’s school readiness and best start to life will be embedded in the outcomes framework as the hubs develop to capture impact for children

Section 2. Aims, Objectives & Collaboration

4. What are the key aims and objectives of the proposal?

- Develop a model to improve integration and collaboration of services
- Systematic way to capturing the learning and scaling up community interventions
- Platform to capture outcomes in communities and to reduce inequalities
- Develop a model for multi-generational services
- Reduced social isolation
- Improved health and wellbeing
- Residents feeling safe in communities
- Resilient & connected communities
- Building on strengths in communities
- Community ownership
- Actively involved communities
- Agile working across the borough utilising a range of community assets

5. Who else have you involved in discussions and how have the helped to shape the proposal?

Community Hubs 2050 working group:
- 2050 outcome leads and service leads
- Adult Social Care
- Integrated Commissioning and Partnerships
- Community Safety
- Children’s Social care
- Children’s Centres
- Head of Early Years
- Public Health
- Early Help
- SAVs
- A Better Start Southend
- Community Builders/Connectors T&F group
6. What are the links and dependencies with the other outcome proposals?

- This bid is linked to the Community Builders Bid (Connectors). The Community Builders bid will be the vehicle for how the community itself will be developed through connectors and volunteers. The Community builders will also work with the hub to provide a physical presence in a community, co-produce local bids, influence commissioning and develop a local grants process.
- Town Centre improvement bid
- The current model for the delivery through Children's' Centres is commissioned from a third party
- A Better Start Southend programmes
- The bigger Southend picture including what communities are already doing and where third sector is providing support in communities

7. Who are the partners (or potential partners) and how to you envisage their role(s) in collaborating to delivering the proposal to achieve the outcome?

Community Hubs 2050 working group:
- 2050 outcome leads and service leads
- Adult Social Care
- Integrated Commissioning and Partnerships
- Community Safety
- Children's Social care
- Children’s Centres
- Head of Early Years
- Public Health
- Early Help
- Leisure partners & Libraries
- Schools
- SAVs and other third sector organisations
- CCG - Primary care networks
- Health partners (SUFTH A&E)
- A Better Start Southend
- Mental health partners
- Police & Fire
- Violence & Vulnerability
- Locality plans

8. What potential challenges do you anticipate in respect of a) implementing this proposal, b) caused by this proposal once implemented?

Challenges & Impacts
- Co-production and identifying community connectors
- Consultation and co-production with the right partners
- Redesign and allocation of resources to fund hubs
- Existing contracts that may need variation or procurement processes
- Number of potential partners involved
Co-ordination and oversight at system level
- Project management requirements
- Operational details: opening time, staffing of centres, access ……
- Impact on SBC staff and working bases
- Media and communications plan including service directory
- Where and how to record the outcomes if communities truly own the process
- Supporting community connectors that may be vulnerable themselves and or need support
- Ensuring models that support safeguarding standards (DBS requirements for example) yet supporting those seeking engagement
- Training and development plan for community and staff in the community

This is a large programme of work and the finer detail will tease out the impacts and emerging issues that develop. Establishing relationships with key stakeholders and community is a priority.
Section 3. Social Value

9. How could the proposal deliver social value - in terms of the local community, businesses, economy and environment and what will the specific impact and benefits be?

Social Value serves as an umbrella term for organisation taking account of the wider economic, social and environmental effects of their actions. Organisations need to make a conscious effort to ensure that these effects are positive and can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general. Community hubs are an ideal vehicle to do this.

There is strong and growing evidence supported by the King’s Fund that social networks and social capital increase people’s resilience. What is well established is that a person’s social networks can have a significant impact on their health and wellbeing. Those with adequate social relationships had a 50 per cent greater survival rate compared with individuals with poor social relationships. Social networks have been shown to be as powerful predictors of mortality as common lifestyle and clinical risks such as moderate smoking, excessive alcohol consumption, obesity and high cholesterol and blood pressure. Social support is particularly important in increasing resilience and promoting recovery from illness. In the most deprived communities, almost half of people report severe lack of support, making people who are at greater risk less resilient to the health effects of social and economic disadvantage.

The ABCD strength based model will be used to develop and capitalise how community strengths can be used to build stronger communities. The Community Builder/Connectors bid, delivered through the Community Hubs Model, can influence directly on this.

10. What is the perceived impact the proposal will have on groups with ‘protected characteristics’?

Southend is made up of 181, 800 residents and 74, 700 households and within these communities will be individuals with protected characteristics. Through a Community Hubs Model and the support connectors the reach into communities will be greater to help those with the most need.

A key outcome of the Community Hubs Model is reducing inequalities and improving health & wellbeing by making services more localised and responsive to specific needs in the community.

The hubs will be promoting social inclusion and being mindful of isolating groups of people away from wider community and ensuring opportunities and strengths are shared and inclusion is celebrated. Following the adult transformation model the approach will ensure empowering of people to have control in their own lives, taking a preventative approach in community settings and reducing marginalisation.

11. What is the proposal's potential direct or indirect impact on the wider community?
Positive health outcomes can be enhanced by addressing the factors that protect and create health and wellbeing and many of these are at a community level. Community life, social connections and having a voice in local decisions are all factors that have a vital contribution to health and wellbeing. These community determinants build control and resilience and can help buffer against disease and influence health-related behavior.

There is an opportunity to capitalise on the work happening on ensuring the best start to life and the importance for readiness for school.

Involving and empowering local communities, and particularly disadvantaged groups, is central to local and national strategies in England for both promoting health and wellbeing and reducing health inequalities. Participatory approaches can directly address marginalisation and powerlessness that underpin inequities.

As well as having health needs, all communities have health strength based assets that can contribute to the positive health and wellbeing of its members, including:

- the skills, knowledge, social competence and commitment of individual community members
- friendships, inter-generational solidarity, community cohesion and neighbourliness
- local groups and community and voluntary associations, ranging from formal organisations to informal, mutual aid networks
- physical, environmental and economic resources
- assets brought by external agencies including the public, private and third sector

Each of the community hubs may have a different focus, and this will be coproduced with the community. The needs and impacts on the community may be specific.

Example of an area in Southend where there may be a role for a strength based model within the community to support health and wellbeing and community safety for residents

York Road- 12 month period 2016/17 and what intelligence we have about York Road that may be impacting on the lived experience of residents. Interventions into York Road were successful in 2017/18 for improving community safety; however these were not led by the community and not sustainable. The picture continues.

- York Road is **0.5 miles long**
- 135 children in schools at the time
- 4th highest crime street in Southend
- 300 self-contained properties at the time
- 150 transient renters (in and out) at the time

**Health**
- Ambulance average 1.3 calls per day to York Road with Wednesday and Friday peak days at 1pm
- AE on average 3.5 patients per day

**Police**
- 233 crimes a year (all most a crime a day)
- Wednesday is peak day - 5pm peak
- Average age 20-49 ages for calls
54% of the crimes are violence and 30% domestic abuse
3 times a day get called for York Road
  ◦ 144 -999 calls
  ◦ 226 -priority calls
  ◦ 256 - other visits

**Probation**
- 44 residents on a court order
- 2 residents on license from prison
- 6 residents in prison

**Antisocial Behaviour**- drugs offenses, rough sleeping, prostitution (18% required police engagement)

**Housing & environment**
- Poor private sector housing- in disrepair with faulty roofs - water leaking as a key complaint
- 35 calls for fly tipping for fridges/mattresses
- 33 rubbish calls pick up

**CCTV**
1 incident per day for street drinking, crime and concern welfare

**Fire service**
- 30 incidence after incident responses (fire and smoke)
- 49 targeted interventions