

Name of meeting: Cabinet

Date: 27 July 2021

Title of report: Building Community & Voluntary Capacity through Integrated Approaches - Grant Funding Distribution to Anchor Organisations

Purpose of report:

As part of our work on closer integration between health and social care, we have developed a model that brings together the Primary Care Networks (PCNs), the Council and the Voluntary, Community & Social Enterprise (VCSE) to develop local support arrangements to promote independence, health, and wellbeing for people living in Kirklees. This model builds on the existing community plus arrangements and uses Social Prescribing Link Workers (SPLWs) and local VCSE capacity to reduce the risk of people needing more formal health and social care services. The model has started to attract national attention as an example of good practice and is one of the few integrated models that exist. During the pandemic, these arrangements have proved invaluable in supporting vulnerable individuals and have contributed to the uptake in local vaccination arrangements.

Whilst the Council has played a leadership role to date in co-ordinating the development of this model, there is now an opportunity to make better use of the expertise that exists in the local VCSE sector in line with the Council’s VCSE strategy. The Council has just procured Third Sector Leaders to review the current local community capacity and infrastructure arrangements that support the model and to use £360,000 of NHS funding provided by the 9 Kirklees PCNs to enable local VCSE activity that forms an important part of the model, subject to Cabinet approval.

This paper therefore seeks approval to make a grant payment of £360,000 over a two year period to Third Sector Leaders (having been appointed under a competitive tender process) to enable them to develop and fund local VCSE anchors that supports the PCNs as part of the integrated model.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes, in both cases – the expenditure is £360,000 over 2 financial years and affect electoral wards across Kirklees
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)</u>?	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Richard Parry
Is it also signed off by the Service Director for Finance?	10 June 2021 by Eamonn Croston
Is it also signed off by the Service Director for Legal Governance and Commissioning?	10 June by Julie Muscroft

Cabinet member portfolio	Cllr M Khan (Health & Social Care) Cllr Paul Davies (Corporate) Cllr Carole Pattison (Communities) Cllr C Scott (Deputy Leader Housing & Democracy)
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Electoral wards affected: All

Ward Councillors consulted: Portfolio Holders Cllr M Khan, Cllr P Davies Cllr Pattison and Cllr Scott

Public or private: Public

Has GDPR been considered? Yes. Does not include personal data that identifies a living individual.

1. Summary

Kirklees Council Local Integrated Partnerships Service (LIPS) has appointed Third Sector Leaders, through a recent competitive tender process, to build on the success of the momentum created during the Covid-19 pandemic of localised co-ordination between Anchor Organisations rooted in communities.

This work will also build upon and help embed place-based working, strengthening the voice of the Third Sector, thereby supporting community and citizen involvement in finding local solutions to local needs, values and priorities that are aligned with the Adult Social Care Vision.

Kirklees Adult Social Care Vision makes clear the need to make use of the whole system and its resources, and this proposed approach to enabling anchor organisations builds on our strengths-based approaches further.

Following a competitive tender process Third Sector Leaders have been appointed, subject to Cabinet approval of the grant funding arrangement proposal set out in this report. It is anticipated that the contract will run from July 2021 to March 2023.

The financial resources for this work can be contained within the LIPS budget. The source of this funding is the Social Prescribing Link Worker income stream funded through NHSE. Although this income stream may be considered insecure (due to the unlikely possibility that, during the period to March 2023, the Primary Care Networks would discontinue the contract), this is mitigated by a high level of confidence that this income stream is set to continue, being part of the NHS Direct Enhanced Services (DES) 10-year contract. Additionally, to date the council collaborative SPLW offer across all 9 PCN's, has exceeded all expectations, and the offer is being increased in some areas.

Third Sector Leaders will provide recommendations for the allocation of £360,000 that the Council will make available under this contract for the express purpose of awarding grants to support the activity of Anchor Organisations to address specific local need. This grant funding will be released quarterly with the Council always having clear financial oversight.

Officers, subject to the agreement of Cabinet, will work with the Third Sector Leaders in understanding the grant funding decisions and the subsequent impact of these decisions on the outcomes that the Council has set.

Building on the strong connections across the council community services, the third sector and healthcare colleagues enables us to take things to the next level by using the

resources of the whole system to improve the lives of all adults, children and their families living in Kirklees. Our working relationships across the system are therefore crucial to meeting the population needs.

The purpose of this cabinet report goes to the heart of our need and desire to work beyond our traditional partners to include the community, voluntary and faith sectors. The values, standards and priorities in the Adult Social Care Vision will guide the development and strengthening of our work with all our partners, and especially our non-traditional partners such as the community, voluntary and faith sector. Working alongside our partners in the VCS and faith communities is key to building on the strengths-based approaches developed through Local Integrated Partnerships.

2. Information required to take a decision

The total budget available for the TSL awarded contract is £40,000 over the contract period of July 2021 to March 2023. This amount is to cover the costs incurred by the appointed provider (Third Sector Leaders) to deliver the requirements of the specification and enable them to build and maintain the infrastructure necessary to allocate Council grant funding to community Anchor Organisations in Kirklees.

An amount of £180,000 grant funding for each year (total of £360,000) will be made available to Third Sector Leaders for the express purpose of awarding grants to support the activity of community Anchor Organisations in Kirklees to address specific locality need (the exact amount may be reduced if it is necessary to continue with some support to existing organisations, whilst Third Sector Leaders identify alternative operators, or change funding arrangements). This is viewed as initial development funding to build the capacity and resource of Anchor Organisations through the development of a network of anchor organisations in accordance with the Kirklees Voluntary and Community Social Enterprise (VCSE) strategy.

The Council, as Funder, will, at all times remain in control of the funding, and money provided for Anchor Organisations may not be used other than for the approved suppliers and for the approved purposes, other than with the specific written agreement of the Council

It is the responsibility of Third Sector Leaders, as provider, to ensure that each Anchor Organisation makes appropriate proposals for the deployment of funding, such as not allocating more than 10% of available grant funding to be used by recipients to pay for subsistence expenditure e.g. lighting, heating, rent etc.

Timescale

Contract award grant schedule.

Key Dates	Milestone Achieved
21 June 2021	Contract Awarded for £40,000 value of the contract subject to further grant approval
21 June 2021 to 30 June 2021	Contract mobilisation period: The Provider will attend a 'set up' meeting at which they will demonstrate their readiness to commence activity.
July 2021	Contract Start Date tbc
By 31 July 2021	The Provider will have developed a clear and effective competitive process for the identification of network Anchor Organisations.

31 July – 30 September	The provider will ensure a fair and equitable transition from current arrangements to implementation of any new arrangements under this contract specification by the appointed Provider.
By 30 September 2021	The Provider will have identified the Anchor Organisations that will form the network and will be actively working on delivery programmes.
	The Provider will have key performance indicators in place and agreed with the Anchor Organisations
By 31 December 2021	The Provider will have developed the first draft of locally shared plans with the Primary Care Networks.
	The Provider will have a plan in place to ensure that all Anchor Organisations can achieve a recognised quality mark (consistent across all anchors) within the first year of the contract.
By 30 June 2022	The Provider will have prepared a report for the Council on the first 12 months of the contract covering what has worked well, what can be improved and key achievements. This report will be a key document in shaping the continuation of the contract.
31 January 2023	Draft Report for the Council on the evaluation of the contract.
31 March 2023	Contract Ends – Final Report and Recommendations for the future of the work to ensure continuation of effective and high-quality levels of activity.

Expected impact/outcomes, benefits, and risks

This contract will support several our collective priorities in Adult Social Care (ASC).

- ASC Vision priorities ([A vision for adult social care and support in Kirklees](#))
- Health and Social Care White Paper [Working together to improve health and social care for all](#)
- NHS Long Term Plan [NHS Long Term Plan](#) – providing localised support to address population health challenges in communities
- [The Voluntary and Community Sector and Kirklees Council: A Strategy for 2015-2025](#)

Importantly the contract also seeks to build on the success of the momentum created during the Covid-19 pandemic of localised co-ordination longer term through clear linkages between the Anchor Organisations and place-based working, and a strengthened voice of the sector at a strategic level; thereby supporting community and citizen involvement in finding local solutions to local needs.

The pandemic has fostered an approach that recognises the importance of the Anchor Organisations and their contribution to achieving the outcomes of the ASC vision and the Primary Care Networks. Their role in supporting the Integrated Care Partnership that will exist in Kirklees from April 2022 as part of the new integrated health and care arrangements envisaged in the Health and Social Care White Paper to place communities at the heart of its development and tackle health inequalities is a strategic priority that will be integral to this work.

The NHS Long Term Plan and the development of several non-clinical roles such as the Social Prescribing Link Worker, is an existing collaboration that the Council has already been able to support in order to take a proactive and preventative approach to listening to and meeting local people's needs. The model is rooted in strengths based approaches and has already seen a huge amount of success in enabling people to foster self-care

and develop social connections that alleviates the need for medical interventions or high level social care.

As previously stated, the income stream derived from this collaboration could be considered insecure, particularly if Primary Care Networks do not wish to continue the contract, however, there is a high level of confidence that this income stream is set to continue for the period to March 2023, being part of the NHS DES 10-year contract (LTP).

Evaluation

The Provider (Third Sector Leaders) appointed under the contract will be required to establish and maintain a strong network infrastructure of existing and new place-based Anchor Organisations to build flexible, resilient community capacity; and will be required to provide clear value for money evaluations of each grant allocation.

There will be robust and effective arrangements to establish performance criteria and objectives for each Anchor organisation and to ensure that these are being met and reported back to the Council.

Sustainability

The grant funding distribution proposal within the contract will enable work with the Third Sector provider to identify unmet needs within the community and gaps in community provision; making strategic grant awarding decisions to ensure the most sustainable and effective use of local resource, knowledge, and expertise. This will, in turn, build and sustain a network of community anchor champions who will facilitate creative and practical community solutions to local and individual issues.

It will be the responsibility of the provider to develop and implement a regular monitoring process for Anchor Organisations to measure their sustainability, strength, and potential support needs. The council and healthcare partners will help with strategic alignment to the developing Integrated Care Partnership, Adult Social Care and Primary Care Networks which will be key in terms of longer term development of the role of local people, place and partners to achieving collective outcomes.

Services and Agencies Involved

Local Integrated Partnerships Service
Active Citizens and Places
Primary Care Networks
Adult Social Care
Locala
Kirklees Anchor Organisations (in relation to the contract and appointed provider)
Third Sector Provider (as appointed under the contract)

3. Implications for the Council

Officers have fully considered how these proposals will contribute to the Council's strategic priorities.

Working with People

This contract is at the heart of working with people and communities to find shared solutions and make the most of community assets and resources. It will put people at the heart of the decisions affecting them and develop solutions together, building community relationships to create positive change.

Kirklees Local Integrated Partnerships (LIP) Service supports vulnerable people in communities to prevent needs escalating to high end care. We help people live the life they want by supporting carers, families, and communities to support themselves. Key performance indicators will reflect 'What Good Looks Like', which this specification defines as 'people in communities across Kirklees being more able to participate in local solutions that improve their own and other's health and wellbeing'.

This will be demonstrated by evidence that:

- People are supported into training and skills development
- Accessing funding that is invested locally
- Volunteering opportunities and volunteer development
- An umbrella of support for smaller community groups
- A voice for local people and peer support
- Regenerated neighbourhoods and socio-economic development
- Strengthened community involvement

Working with Partners

Collaboration and working together with partners is the key to ensuring we get the best outcomes for citizens, communities, and Kirklees as a whole. Kirklees Local Integrated Partnerships Service already has a robust working relationship with Primary Care Networks and Anchor Organisations. This proposed work will see the Council working closely with PCNs and Anchor Organisations through Third Sector Leaders to identify unmet needs within the community and gaps in community provision; making strategic grant awarding decisions which ensure the most sustainable and effective use of local resource, knowledge, and expertise.

Third Sector Leaders will work with the Council and PCNs to effectively embed social prescribing with partner organisations such as LOCALA. They will also develop PCN locality plans ensuring alignment with other locally shared plans to facilitate connected resources and avoid duplication.

This contract will also enable the facilitation of localised network meetings for VCS partners to share knowledge, best practice and provide peer support; forge links between VCSE partner organisations, community, or neighbourhood level groups, utilising their networks and building on what is already available.

Place Based Working

Kirklees, as a place, is made up of different communities and the diversity of its communities is one of its key strengths. Place based working recognises that the needs of Kirklees residents and communities vary widely and that, by using intelligence and information, we will allocate resources in the best way possible to achieve the best outcomes for residents. Our proposal is consistent with this approach, directing resources to meet the needs of Kirklees as a place and to the individual needs of its distinct communities. This work would be at the heart of the community and integral to the role of the ward Councillors across Kirklees.

Kirklees Local Integrated Partnerships is looking to build on the success of the momentum created during the Covid-19 pandemic of localised co-ordination longer term through clear linkages between the Anchor Organisations and place-based working, and a strengthened voice of the sector at a strategic level; thereby supporting community and citizen involvement in finding local solutions to local needs. The pandemic has fostered an approach that recognises the importance of the anchors and highlighted their importance in tackling health inequalities in the community.

Climate change & air quality

The recommendations in this report are unlikely to have any adverse effect on climate change or air quality.

Improving outcomes for children

It is likely that grants awarded to Anchor Organisations will help improve outcomes for children and families within their communities. Place based working is already underway and close working arrangements with early support are integral to this work and we will build upon successful outcomes from the pandemic.

Other (e.g. Legal/Financial or Human Resources)

A decision is sought in accordance with the Council's Financial Procedure Rules (FPR's) - updated May 2021 to approve the distribution of grant funding totalling £360,000 as outlined above. The relevant section of FPRs is Section 22.11.1 a) and c) relating to Cabinet approval for a scheme of grants such as the scheme set out in this report, and where there is budget provision to do so. The Council has legal powers to authorise the grant scheme, and under the general power of competence under S1 of the Localism Act 2011. The Council is under a duty of best value under the Local Government Act 1999 in terms of awarding the grants.

Do you need an Integrated Impact Assessment (IIA)?

The appointed provider will be advised and supported by the Council to produce an IIA should this be deemed necessary.

4. Consultees and their opinions

The following persons/agencies were consulted, and the benefits of this work outlined, and all were broadly in support of the proposed approach:

- Cllr Khan
- Cllr Pattison
- Cllr Davies
- Cllr Scott
- Richard Parry Strategic Director, Adults & Health
- Rachel Spencer-Henshall Strategic Director Corporate Strategy Commissioning and Public Health
- Jill Greenfield, Customer and Communities Service Director
- Martin Dearnley, Head of Risk & Assurance
- Julie Muscroft, Legal, Governance and Commissioning Service Director

- Eamonn Croston, Finance Service Director

5. Next steps and timelines

Subject to Cabinet approval, next steps will be taken in accordance with the timescale set out above.

6. Officer recommendations and reasons

Cabinet is asked to approve the distribution of £360,000 grant funding over the 2021-22 and 2022-23 periods, available to Anchor Organisations in Kirklees via Third Sector Leaders, appointed as provider, as set out in this report above.

To always ensure clear financial oversight by the Council, officers request that approval be delegated to the Service Director for Customer and Communities, as responsible officer to manage the appropriate financial and performance arrangements

7. Cabinet Portfolio Holder's recommendations

Cllr Khan – recommend approval

Cllr Paul Davies and Cllr Cathy Scott (Harnessing Community Capacity) Recommended approval

Cllr Pattison – recommended approval

8. Contact officer

Carol Gilchrist, Head of Local Integrated Partnerships 01484 221000

9. Background Papers and History of Decisions

Background papers (the Tender Specification) are attached as an Appendix to this report.

10. Strategic Director responsible

Richard Parry, Strategic Director for Adults and Health