

Name of meeting: Cabinet

Date: 13 March 2023

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

Purpose of report:

This report provides information on the current Community Anchor provision and requests that consideration be given to an extension to the offer for 12 months.

This extension request to maintain the current funding level at £180,000 over a 12 month period. This is to allow work to combine existing Voluntary and Community Sector contracts to take place. This work is an overarching principle of the Voluntary and Community Sector Strategy.

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? Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.	Yes, in both cases – the expenditure is £180,000 over 12 months and affects 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 Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning?	Give name and date for Cabinet / Scrutiny reports Richard Parry Give name and date for Cabinet reports Signed off on 24/02/2023 by Eamonn Croston Give name and date for Cabinet reports Signed off on 01/03/2023 by Julie Muscroft
Cabinet member portfolio	Give name of Portfolio Holder/s Cllr Musarrat Khan (Health & Social Care) Cllr Paul Davies (Corporate) Cllr Carole Pattison (Communities)

Electoral wards affected: All

Ward Councillors consulted:

Portfolio Holders Cllr Musarrat Khan, Cllr Paul Davies, Cllr Carole Pattison

Public or private: Public
Has GDPR been considered? Yes - does not include personal data that identifies a living individual.

1. Summary

As part of our work on closer integration between health and social care, we developed a placed based 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.

During the pandemic, Community Anchors provided a vital role in strengthening and supporting our Kirklees wide community response offer. This work highlighted the impact that strong community networks can have in supporting the people of Kirklees.

As a result, a new contract was developed to strengthen the VCS network Kirklees wide. This was approved by cabinet on 27th July 2021 allowing a grant distribution of £360,000 over a two year period and commenced on the 1st September 2021 with a robust VCSE led selection process to identify the key lead Anchors across Kirklees. Lead Anchors commenced work in communities from the 1st October 2021. The current provision is due to end on the 31st March 2023.

Following the identification of the lead Anchors, the network was strengthened by the addition of Local Anchors. This network grew from 4 organisations in October 2021 to 10 by July 2022.

The model has been through the Council's scrutiny process and further work has taken place to integrate this further with ward Councillors over the last few months, through information briefing and feedback sessions. These were attended by some Councillors and the feedback has been positive around the work that has already commenced to embed the offer with our communities. This alignment and engagement with ward councillors and anchors will continue to be developed.

The model has started to attract national attention as an example of good practice and is one of the few integrated models that exist in the England. Over the last two years, these arrangements have proved invaluable in reaching and supporting vulnerable individuals.

Whilst the council has played a leadership role in co-ordinating the development of this model. There is now an opportunity through sustaining this model, to make better use of the expertise that exists in the local VCSE sector in line with the Council's VCSE strategy <https://www.kirklees.gov.uk/beta/voluntary-and-community-support/pdf/kirklees-voluntary-community-sector-strategy.pdf>

There is an ambition to work with partners to align and maximise resources supporting our community networks and this work is underway. This is recommended so as to align with emerging strategic work on embedding the VCS investment strategy. This paper therefore seeks approval to continue existing arrangements already agreed by cabinet on 27/07/2021 to make a grant payment of £180,000 over an additional 12-month period to the current Community Anchors (having been appointed under a competitive tender process) to enable them to continue to develop the offer that supports the PCNs as part of

the integrated model. Longer term we will work with internal and external partners to enable longer term sustainability.

Kirklees Councils Local Integrated Partnerships Service (LIPS) appointed Third Sector Leaders, through a competitive tender process in July 2021. This work built on the success and momentum created during the Covid-19 pandemic, of localised co-ordination between Anchor Organisations rooted in communities.

The financial resources for this work are contained within the LIPS budget. The source of this funding is the Social Prescribing Link Worker income stream, funded through National Health Services England (NHSE). Although this income stream may be considered insecure (due to the unlikely possibility that, during the period up to March 2024, 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 councils collaborative SPLW offer, across all 9 PCN's, has exceeded all expectations, and has increased in all areas.

The current contract continues to help embed place-based working. Strengthening the voice of the Third Sector and thereby supports communities and citizens involvement in finding local solutions to meet local needs. The Anchor organisations contract values and priorities are aligned with the Adult Social Care Vision, which makes clear the need to make use of the whole system and its resources. This approach enables anchor organisations to build on our strengths-based approaches further.

Third Sector Leaders will provide recommendations for the allocation of the £180,000 made available by the council, 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's community services, the third sector and healthcare colleagues, enables us to use this resource across the whole system. This improves the lives of all adults, children and their families living in Kirklees. Our working relationships across the system are therefore crucial to meeting the needs of our residents.

We have worked with ward councillors across Kirklees over the last few months.

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 strengthen our work with all partners. 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

This scheme is already approved by cabinet but ends on the 31st March 2023. This paper seeks approval from cabinet to continue the same scheme for a further 12 months.

An amount of £180,000 grant funding for 12 months will be made available for the express purpose of awarding grants to support the activity of community Anchor Organisations in Kirklees to address specific locality need. This is viewed as development funding, to build the capacity and resource of the current Anchor Organisations network in accordance with the Kirklees Voluntary and Community Social Enterprise (VCSE) strategy.

The Council, as funder, will, 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 July 2021	Contract mobilisation commenced
October 2021	Lead Anchor established
4 October 2022	Attended Scrutiny
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.
1 April 2023	Subject to cabinet approval - Contract to be extended for a further 12 months (subject to agreed extended grant distribution)
September 2023	Report to scrutiny on outcomes of a further 12 months delivery and the development of the Local Anchor Offer

Expected impact/outcomes, benefits, and risks

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

- Adult Social Care Vision (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](#)
- [Inclusive Communities Framework](#)
- [Kirklees Integrated Care Partnership](#)

Importantly the continuation of the contract also seeks to build on the success of the momentum created during the Covid-19 pandemic. Strengthening and embedding place-based co-ordination through developing clear linkages between the Anchor Organisations, council services, councillors and the third sector at a strategic level. It places a clear focus

on supporting community and residents' involvement in finding local solutions to local needs.

The pandemic 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 Kirklees Integrated Care Partnership 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. 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 2024 being part of the NHS DES 10-year contract (LTP).

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

Evaluation

The Provider (Third Sector Leaders) appointed under the contract will continue to establish and maintain a strong network infrastructure of existing and new locally 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 are robust and effective arrangements to monitor performance criteria and objectives for each Anchor organisation. This ensures that these are being met and reported back to the Council. This includes a financial forward plan which is monitored against and signed off quarterly prior to any grants being released.

Sustainability

The grant funding distribution proposal (within the contract) will enable work to continue 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 maintain the current 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.

3.1 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 continue to put people at the heart of the decisions affecting them and develop solutions together, building community relationships to create positive change.

3.2 Working with Partners

Collaboration and working together with partners is the key to ensuring we get the best outcomes for residents, communities, and Kirklees as a whole. Kirklees Local Integrated Partnerships Service already has a robust working relationship with Primary Care Networks and Anchor Organisations.

Third Sector Leaders will continue work with the Council and PCNs to effectively sustain 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.

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

3.3 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. The continuation of this work 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 is at the heart of the community and integral to the role of the ward Councillors across Kirklees.

3.4 Climate change & air quality

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

3.5 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 the Council's early support service are integral to this work and we will build upon current successful outcomes, aligned with the families together offer.

3.6 Financial Implications for the people living or working in Kirklees

This offer supports the people living and working in Kirklees to access free or low-cost support. Over the last 6 months the Community Anchors have focused their development and support around the cost of living crisis.

Community organisations have been supported to establish a variety of community provision to support residents with advice and information around living well, maintain their health and wellbeing, accessing benefits and financial support etc

3.7 Other (eg Integrated Impact Assessment (IIA)/Legal/Financial or Human Resources) Consultees and their opinions

A decision is sought in accordance with the Council's Financial Procedure Rules (FPR's) - updated May 2022 to approve the distribution of grant funding totalling £180,000 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, and the distribution of these grants has been scrutinised by the council's internal risk and audit with positive results. It is now being used as a best practice example.

4. Consultation

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

- Cllr Musarrat Khan
- Cllr Carole Pattison
- Cllr Paul Davies
- Cllr Cathy Scott
- Richard Parry Strategic Director, Adults & Health
- Rachel Spencer-Henshall Strategic Director Corporate Strategy Commissioning and Public Health
- Jill Greenfield, Communities and Access Services Service Director
- Martin Dearnley, Head of Risk & Assurance
- Tom Taylor, Service Manager, Third Sector Leaders

5. Engagement

Engagement with the VCS has continued throughout the current provision. Feedback and insight is shared formally on a quarterly basis. Teams have engaged with wider community partners informally prior to the current provision and over the last two years.

Community Anchors attended overview and scrutiny management committee in October 2022 and provided independent feedback on the current service deliver.

Ward councillors have been engaged with during recent information and feedback sessions held in communities across some wards.

6. Next steps and timelines

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

7. Officer recommendations and reasons

Cabinet is asked to:

approve the continued distribution of grant funding. A total of £180,000 for the period April 2023 to March 2024 available to Anchor Organisations in Kirklees, as set out in this report above.

delegate authority to the Service Director for Communities and Access Services, to manage the appropriate financial and performance arrangements as responsible officer and to ensure clear financial oversight by the Council.

This is recommended so as to align with emerging strategic work on embedding the VCS investment strategy.

Stopping the current offer would leave a significant gap within our communities to ensure adequate support to our most vulnerable residents and communities at a time when it is most needed.

8. Cabinet Portfolio Holder’s recommendations

Cllr Musarrat Khan – recommend approval
Cllr Paul Davies - recommended approval
Cllr Carole Pattison – recommended approval

9. Contact officer

Mags Rogerson, Head of Local Integrated Partnerships 01484 221000

10. Background Papers and History of Decisions

Previous cabinet decisions -

<https://democracy.kirklees.gov.uk/ieDecisionDetails.aspx?ID=9521>

Map of current Anchor Provision –

The Community Anchor Network



11. Strategic Director responsible

Richard Parry, Strategic Director for Adults and Health