

Report to:	Cabinet	Date of Meeting:	27 July 2017
Subject:	Well North Legal Agreement		
Report of:	Head of Health and Wellbeing	Wards Affected:	Linacre
Portfolio:	Cabinet Member - Health and Wellbeing		
Is this a Key Decision:	Yes	Included in Forward Plan:	Yes
Exempt / Confidential Report:	No		

Summary:

This report seeks approval to enter into the Well North Legal Agreement to allow the local programme, Well Sefton, to continue into implementation phase. Well North is a Strategic Collaboration between Public Health England (PHE), the University of Manchester, and up to nine lead accountable bodies for areas across the North of England. Well North aims to empower local people to create local solutions to address inequalities and improve the health and wellbeing of the poorest members of their community the fastest.

Recommendation(s):

- (1) That Cabinet gives authority to enter into the Well North Legal Agreement.
- (2) That Cabinet notes the philosophy of Well Sefton, as a collaborative between a range of partners to explore new ways of working, and the role of the Council as the accountable body within this arrangement.
- (3) That Cabinet give approval to enter into a Memorandum of Understanding with each of the Well Sefton partners, to ensure delivery of expected outcomes against the investment proposals.
- (4) That future decisions in relation to the finances of the Well Sefton programme are delegated to the Cabinet Member for Health and Wellbeing, in line with the process set out in section 6 of this report.

Reasons for the Recommendation(s):

The recommendations above are necessary for the Well Sefton programme, which has been in development over the past two years, to continue to implementation stage.

Alternative Options Considered and Rejected: (including any Risk Implications)

Not entering into the agreement: This option would result in a loss of £600,000 in Well North programme funding for local projects, and in addition, the loss of significant development works undertaken by both Council and partner officers, causing potential reputational damage. Loss of this funding would also leave some partners without potential match funding for other local regeneration and community initiatives.

What will it cost and how will it be financed?

(A) Revenue Costs

Funding for the overall Well North programme will largely consist of revenue funding and the funding profile is set out below.

Source	Type	Delivery phase			TOTAL
		1	2	3	
Well North	Cash for Well Sefton	£200,000	£200,000	£200,000	£600,000
	Well Sefton contribution to central hub team delivery	£400,000			£400,000
Sefton	Cash (provided in match funding from local projects already underway)	£0	£200,000	£200,000	£400,000
	In-kind (officer time, venue hire etc)	£200,000	£200,000	£200,000	£600,000
TOTAL		£800,000	£600,000	£600,000	£2,000,000

(B) Capital Costs

None

Implications of the Proposals:

Resource Implications (Financial, IT, Staffing and Assets):

Financial resources to support the Well Sefton programme will come from a range of sources, as set out in the table above. Sefton will receive £600,000 in cash from the Well North programme and is required to provide £400,000 of matched funding, which has already been identified from local Council funded programmes. All programmes are built into current MTFP assumptions and so there is no additional cost pressure to the Council as a result of this project.

In addition to the cash match funding, Sefton also agree to a contribution of £600,000 in in-kind funding to be made up from officer time, venue hire and any other eligible costs by both the Council and partner organisations. In-kind contributions to date on the project are estimated to be approximately £248,000, and therefore it is feasible that the £600,000 target will be met by the end of the programme (2020).

Legal Implications:

Sefton Council, as accountable body for delivery of the Well Sefton programme, have received a draft Well North Legal Agreement setting out the funding arrangements above. Having considered the detail of the document, the Council's legal team are satisfied that the agreement can be signed, provided Cabinet approval for this is received.

Equality Implications:

There are no equality implications. The overall aim of the programme is to reduce inequalities within health.

Contribution to the Council's Core Purpose:

Protect the most vulnerable: A core aim of Well North is to empower local people to create local solutions to address inequalities and improve the health and wellbeing of the poorest members of their community the fastest

Facilitate confident and resilient communities: A core aim of Well North is to deliver actions that build trust and increase resilience at individual, household and community levels.

Commission, broker and provide core services: Not applicable

Place – leadership and influencer: Well Sefton will be focused on the Bootle area, and aims to identify and develop local community leaders, who will deliver innovative projects to improve health and wellbeing.

Drivers of change and reform: Well North (and therefore Well Sefton) is designed to trial new and innovative ways of working via a collaborative approach, which includes the public sector, local voluntary sector and businesses. The programme will identify what works and what can be replicated and scaled-up across the rest of the borough.

Facilitate sustainable economic prosperity: A core aim of Well North is to tackle worklessness through learning, skills development and connecting people with businesses and social enterprises.

Greater income for social investment: Income from Well North will be used to upskill community leaders and provide growth funding for projects under development by local social enterprises. In addition, funding has also been identified for projects such as social prescribing, which fit with the early intervention and prevention agenda.

Cleaner Greener: Not applicable

What consultations have taken place on the proposals and when?**(A) Internal Consultations**

The Head of Corporate Resources (FD 4739/17) and Head of Regulation and Compliance (LD 4022/17) have been consulted and any comments have been incorporated into the report.

(B) External Consultations

Well Sefton has been in development for around two years and during this time, consultation has been undertaken with a wide range of partners.

Development of the programme has been guided by the Well North central hub team, located at the University of Manchester, who have worked closely with the Public Health team as the local programme lead.

A programme of appreciative inquiry has been undertaken with over 20 local community groups. The information gathered from this process was fed into a two day intensive workshop in July 2016, with a group of 25 local representatives from the Council, CCG, third sector organisations and business partners. This group have since developed into the wider Well Sefton Steering Group, and include a nominated Core Group to lead on specific workstream areas.

Implementation Date for the Decision

Following the expiry of the “call-in” period for the Minutes of the Cabinet Meeting

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Appendices:

There is one Appendix – Well Sefton Business Plan

Background Papers:

Health and Wellbeing Board Paper – 17th June 2015

[http://smbc-modgov-01/documents/s60569/FD%203576%20-%20Well%20North%20in%20Sefton%20-%20Update-f-l.pdf?\\$OBO\\$=1](http://smbc-modgov-01/documents/s60569/FD%203576%20-%20Well%20North%20in%20Sefton%20-%20Update-f-l.pdf?OBO=1)

1. Introduction to Well North

- 1.1 Well North is a Strategic Collaboration between Public Health England (PHE), the University of Manchester, on behalf of Manchester Academic Health Science Centre (MAHSC) and up to nine lead accountable bodies for areas across the North of England. Sefton was selected as one of the nine areas, with a spotlight on the Bootle area.
- 1.2 Well North aims to:
- Empower local people to create local solutions to address inequalities and improve the health and wellbeing of the poorest members of their community the fastest
 - Deliver actions that build trust and increase resilience at individual, household and community levels
 - Tackle worklessness through learning, skills development and connecting people with businesses and social enterprises
 - Evaluate what works to identify what can be replicated and scaled-up in other areas
- 1.3 The collaboration works on a Hub and Spoke model, across the nine pilot sites. Sefton is one of three initial pilot sites that launched in April 2015 along with Doncaster and Oldham.
- 1.4 The programme for each site will run until 2020, including both implementation and evaluation stages. Funding from Public Health England amounts to approximately £1 million for each site, with match funding expected from the accountable bodies.

2.0 Well Sefton

- 2.1 The local programme is known as 'Well Sefton', and is focused on the Linacre ward of Bootle.
- 2.2 Sefton Council is the local accountable body for Well Sefton, and it is led by the Public Health team. A paper setting out involvement with and the proposed approach to Well Sefton was approved by the Health and Wellbeing Board in June 2015.
- 2.3 The original diagnostic for Well Sefton was approved by Well North in June 2015, setting out the proposed approach to the local programme.

3.0 Programme background

- 3.1 Well Sefton began by following the prescribed programme methodology, as set out by the Well North hub team. This included data analysis of the Linacre area, undertaken by the Business Intelligence team and a programme of appreciative inquiry with over twenty local community and voluntary organisations groups, undertaken by the Council in partnership with the Sefton CVS Asset Officers.
- 3.2 However, in late 2015, following the death of Professor Aiden Halligan (founder of Well North), the programme underwent a review. Lord Andrew Mawson was appointed Chair of Well North and the programme outcomes and methodology changed significantly. In particular, the new programme was to become more

focused on enterprise and innovation, with local communities and organisations integral to collaborative programme development. This included:

- That phase 1 sites be supported to refresh their vision for their area building on the recently completed diagnostic work, utilising a systems leadership approach, ensuring local residents are engaged and opportunities for innovation and entrepreneurship are explored,
- That as part of the refresh, a coherent plan with clear outcomes and milestones be developed which cultivates a practical, rather than theoretical culture, a “learning by doing” approach as the project moves forward;

3.3 At this point, each of the Well North pathfinders was required to arrange a two-day workshop, in order to collaboratively develop an action plan to be owned and then delivered by key partners from the local pathfinder area and the hub team.

3.4 Each pathfinder area was asked to identify a group of around twelve people to attend the workshop including *“key public sector colleagues, community leaders, business people, and entrepreneurs. There needs to be a balance between strategic influencers, and people who will deliver the action plan, with others. It is important to stress that the exercise in selecting people be involved in the workshop, is not about finding representatives, but to find the ‘stones that roll’. Part of what those present will need to do outside of the event, is bring others along with them”*.

3.5 Well Sefton undertook a workshop at Crosby Lakeside Adventure Centre in July 2016, and opted to invite a wider audience than initially specified, in order to give as many organisations as possible the chance to input into development of the action plan. Attendees invited all made a significant contribution to the initial appreciative inquiry work, and fitted the workshop requirements set out above. Community and private sector representatives were chosen on the basis of their on-going activity within the Bootle area, consistent with the philosophy of Well North.

3.6 A further workshop was undertaken in September 2016 where the group approved the action plan (later developed into the business plan below), workstream areas and lead organisations for each of these. A core group was also nominated and agreed to take forward each of the workstreams, made up of the following organisations who have met several times since:

- Sefton Council
- Sefton CVS
- South Sefton CCG
- Safe Regeneration
- YKids
- Regenerus
- GP (Concept House)

4.0 Well Sefton Business Plan

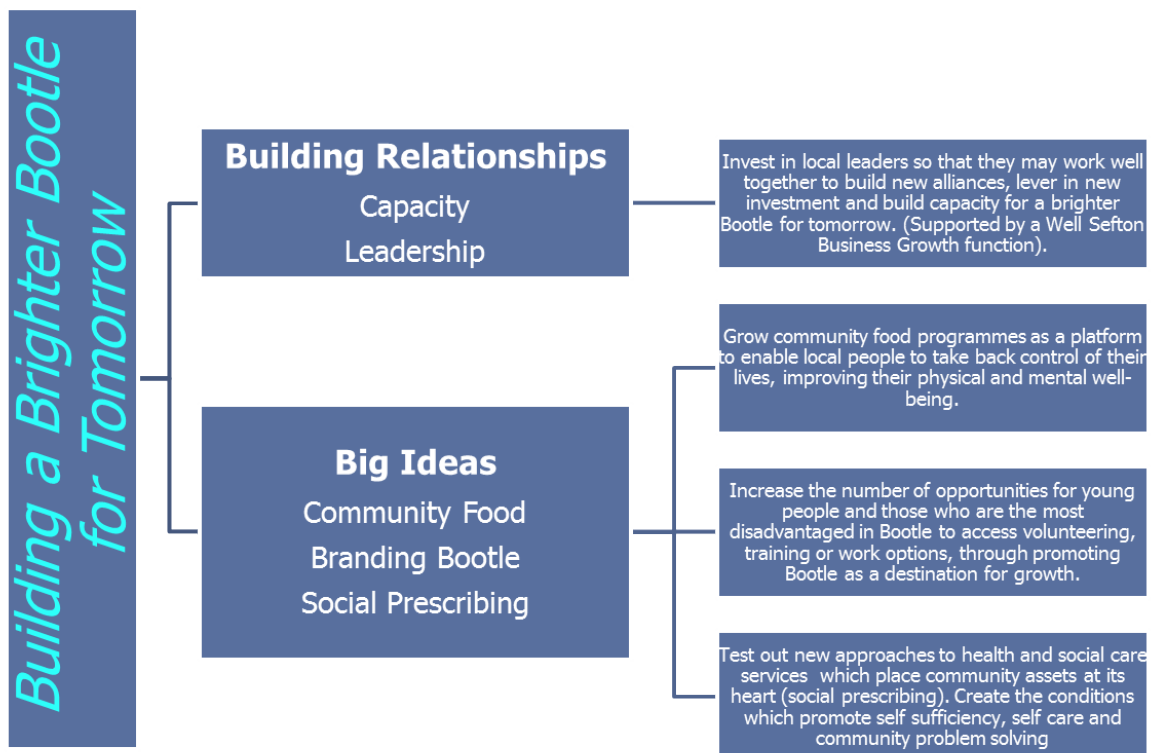
4.1 The Well Sefton Core Group have developed a Well Sefton Business Plan, which was approved at the Well North Board meeting in January 2017. The full business plan is given in Appendix A and is also attached to this report.

4.2 In summary, the mission for Well Sefton is ***‘Building a Brighter Bootle for tomorrow’***, to be realised through the following:

- Bootle has great assets in terms of its place, its people and community – we want to make the most of them.
- We want to use the Well Sefton programme to springboard new opportunities and forge new connections to maximise people’s ability to strengthen community cohesion and build social capacity.
- We want to create opportunities for people to improve their life skills, education, employability and enterprise – we see Well Sefton being a vehicle to support this through investment in our social entrepreneurs and wider partnerships to build capacity and growth
- We want to be ambitious and bold. We want to have a sustainable business plan in place by 2019; have trebled the number of partners co-opted to Well Sefton with at least a third of those being private sector, bringing resources and new investment with them.
- We want to hear people’s stories of how Well Sefton has made a positive difference to their lives.

4.3 Four areas of work are proposed as part of the first phase of Well Sefton activity, and these are shown in Figure 1 below. Further details about these investment proposals are given in the business plan, including proposed outcomes. These were agreed by the Core Group in March 2017, including funding allocations for the first Well Sefton activity.

Figure 1: Proposed Well Sefton activity – Phase 1



5.0 Legal agreement and funding profiles

- 5.1 A draft legal agreement from Well North was received by Sefton Council in February 2017. Initial discussions with the Legal department have suggested that the agreement is acceptable in principle; however, formal approval is required in order for it to be signed.
- 5.2 The legal agreement sets out the proposed funding profile for Well Sefton, set out above under the section 'Revenue Funding'.
- 5.3 The Phase 1 funding allocation of £200,000 has already been received by the Council as a first instalment to pump prime investment. The allocation of this first instalment has already been agreed by the Well Sefton Core Group, and will be distributed to partners to support each of the investment areas given in Figure 1 above. Work is currently underway with the Legal and Procurement teams in order to develop appropriate governance around distribution of the funding. It is proposed that a Memorandum of Understanding will be put in place with each of the partners in order to ensure delivery of expected outcomes against the investment proposals.
- 5.4 Further phases of funding will be triggered following a panel discussion with the Well North Executive, where the Well Sefton partners will be asked to demonstrate the achievement of Phase 1 outcomes.
- 5.5 Each pathfinder is required to have cash match funding of £400,000 to allocate to their local programme. It should be noted that this is not required to be new cash but can include match funding from other projects with similar outcomes.
- 5.6 It is proposed that the entire cash match funding amount will be provided through the Living Well Sefton programme (Sefton's Integrated Wellness Service Model). This programme went live in September 2016, fully funded through Public Health budgets, however it was originally intended that the programmes be developed in tandem with Living Well Sefton providing a delivery vehicle for Well Sefton. Living Well Sefton still clearly aligns with the principles of Well North, as it aims to 'provide support to people to live well by addressing the factors that influence their health, enabling them to be independent and resilient'.
- 5.7 Moving forward, both programmes will be developed to complement each other and in addition, to fit with wider Council objectives around early intervention and prevention. Well Sefton will enhance delivery of the Living Well Sefton programme, including additional outcomes in relation to social prescribing; whilst Living Well Sefton will provide a sustainable delivery model for Well Sefton in the long term.
- 5.8 Living Well Sefton targets the six (20%) most deprived wards in the borough, including Linacre ward. Apportioning down the total Living Well Sefton budget (£2.3m/year), there is approximately £383,000 of funding from the annual programme for the Linacre area, which can be matched with the Well Sefton funding. Over three years this figure equates to £1.15 million, well in excess of the £400,000 match funding requirement.
- 5.9 Particular elements of the Living Well Sefton programme in Linacre which are

complementary to Well Sefton include delivery of a community grants programme, delivery of Making Every Contact Count training to frontline staff, and a pilot programme to locate health trainers/mentors within Bootle GP practices and the Citizens Advice Bureau.

- 5.10 Public Health has also allocated a further £65,000, as a 50% funding contribution to a three year Well Sefton Business Growth post. It is also likely that further match funding will be identified as the programme progresses.
- 5.11 In addition, Sefton are required to make an in-kind contribution to Well Sefton of £600,000, made up of officer time, venue hire and other reasonable costs, from the beginning of the programme (not signing of the agreement) until 2020. This can be from any organisation involved in the programme including public sector, businesses and community leaders.
- 5.12 The in-kind contribution currently stands at approximately £248,000. This includes;
- Hours invested to date by all partners
 - Projected hours for the Public Health team to the end of 2020 (including the Director of Public Health, Consultant in Public Health and Public Health Lead).
- 5.13 It is considered feasible that the remainder of in kind funding can be made up over the lifetime of the programme by the wide range of partner organisations involved. This will be monitored on a regular basis throughout the course of the programme.

6.0 Next Steps

- 6.1 In order for Well Sefton to progress from development stage to implementation, Sefton Council as accountable body for Well Sefton, must enter into the Well North Legal Agreement. This will enable the above funding to be transferred to partner organisations, to allow agreed projects to progress. These partner organisations will then be responsible for demonstrating achievement of Phase 1 outcomes to the Well North Executive, to allow further phases of funding to be released.
- 6.2 As Well Sefton is designed as a collaborative approach with a range of local partner organisations, it should be noted that the Council's role within the programme is as an enabler. However, as accountable body there is a need to provide an appropriate level of governance around the programme. It is therefore proposed that funding decisions in relation to Well Sefton are delegated to the Cabinet Member for Health and Wellbeing, who also sits on the Well Sefton Steering Group.
- 6.3 A further paper will be taken to the Health and Wellbeing Board in order to update on progress.