Community Wellbeing Project

Across Islington we are beginning to make real strides involving local communities within service design and commissioning. However, there is an emerging area within wellbeing innovation which looks not only at working alongside communities on service design but also in the delivery of projects and initiatives. This approach cannot be applied generically – there are many occasions where service design or commissioning involvement is most appropriate and we need to focus on exploring projects where communities gain something from being involved in its delivery (for example, employing a community to grow and distribute affordable healthy food to each other).

Since March 2014 Help on Your Doorstep has been delivering the Community Health and Wellbeing Project on the New River Green Estate. The project has worked with the community to gather insights on local needs, assets and priorities and this has informed the development and delivery of a programme of wellbeing activity.

Islington CCG, in partnership with Islington Council, is keen to pilot a similar approach on the Andover estate, working collaboratively with a local community organisation to deliver a community-based wellbeing initiative.

Like the New River Green project, the pilot will focus on a small geographical community and aim to make improvements which directly improve this community’s quality of life and wellbeing. We plan to work with the local community to assess what their needs are and also what assets and skills they have. We would then work with them to design what they feel they need to improve their wellbeing and support the community to take action on this.

Over the course of the pilot the appointed organisation will work with a cross-organisational steering group to develop an exit strategy for the pilot to enable the community and organisations based in the community to deliver insight-led activity in the longer-term with a reduced level of resource. The organisation will also work with the steering group to explore how this model can be implemented elsewhere in the borough.

There is a range of good practice being delivered by the third sector, public sector and community groups both in relation to improving wellbeing in the borough and at a local level on the Andover Estate. The commissioned provider will be required to work closely with these organisations to ensure that the offer provided does not duplicate existing activity, supplements existing work and links in with wider strategic wellbeing work being delivered in these sectors (which the steering group will support).

The pilot, combined with evaluation of the New River Green project, will help us to gain valuable learning around how we can use resources to develop projects with community groups – used in a way which they choose – to improve health and wellbeing outcomes in a way that is sustainable and scalable after the lifespan of the pilot.

Background

Health

Historically the care system has taken a paternalistic approach to the care of individuals and patients have accepted this as the norm. Over the last decade there has been a recognition that this needs to change and there is a movement towards recognising that care givers and individuals need to work collaboratively to ensure individuals feel empowered to look after themselves for optimal health. It is also recognised that a person’s environment impacts upon their ability to stay well (e.g. take away shops and food advertising or a lack of secure
outdoor space) and for people to truly have a chance at addressing their wellbeing these external factors need to be addressed.

It is now recognised that in order to ensure the long-term sustainability of the NHS we need to look at moving away from the medical model, and move towards a more social model where individuals feel supported to self-manage and identify which wellbeing services they would benefit from in the long term.

**Housing**

Islington’s housing service is reviewing its role in relation to the early intervention and prevention agenda. A key aspect of this preventative agenda is creating a sense of community on our housing estates and building community engagement in this agenda.

In addition to this wider preventative agenda, housing also have a significant number of community premises such as community centres on estates. Community development is an area that housing have invested in for a number of years, with a dedicated team delivering community development projects and initiatives.

Housing recognise the potential of these community-led wellbeing initiatives in supporting the prevention agenda and building on existing work taking place on estates, as well as the facilities in place there.

**Overall**

We want to support people to be well. This focus on wellbeing is broader than just meeting basic physical health needs.

We are aware of the untapped potential of local communities. Research shows that a person’s environment and their social attitudes has a far greater impact upon them and their lifestyle choices and behaviour. We, therefore, wish to support people to create a community network, mapping the skills within the local community, their needs and helping to build on these skills to deliver a project which is sustainable and supports them to have improved wellbeing. This directly supports moving care out of hospitals into community, non-traditional and non-medical models and changing lifestyle behaviours.

**Local and national strategic aims and plans:**

The project feeds into numerous Islington objectives and also national NHS objectives. These are outlined below.

CCG strategic objectives:

- Preventing and managing long term conditions to extend both length and quality of life and reduce health inequalities
- Improving mental health and wellbeing
- Delivering high quality, efficient services within the resources available.

CCG organisational objective:

- Ensure the views and interests of patients and the community are central to decision-making

LBI housing strategic objectives:

- Equip people and their communities to do more for themselves
- Work together to improve neighbourhoods to make stronger and sustainable local communities
• Support the objectives of the Resident Engagement Strategy to build on and engage with residents to ensure we capture the views of our diverse community
• Work with local communities to resolve local problems
• Make best use of community centres and encourage positive activities for young people on our estates

LBI organisational objectives:

• Early intervention and prevention – moving services to address problems before they become too ingrained to manage
• People-centred services – we will develop person centred policies and services, rather than systems or process led approaches, with more multi-agency, multi-disciplinary teams, pooled budgets and joint working both across Islington and within the Council
• Strong partnerships – all public and third sector organisations in the borough are facing cuts and so the importance of working together in the interests of residents has never been greater.
• Making every contact count – residents facing multiple disadvantage are in contact with many services so it is essential that we make every contact count and avoid people having to negotiate their way through complex systems.
• LBI has a number of other relevant corporate priorities that this pilot will be linked to including “creating a good quality of life” and “helping people into work”.

NHS Five year plan:

• There is a need to encourage better lifestyles - the leading causes of premature death are from lifestyle conditions
• Preventing disease is better for people and makes economic sense
• A greater focus on preventing ill health and encouraging healthier lifestyles
• A greater emphasis on self-care, supporting people to take responsibility for their own health and manage their conditions.

Project overview

Aims and objectives:

This work aims to achieve two main outcomes:

• A sustainable and successful community design and mobilising project which benefits Islington residents and improves wellbeing within a local community
• Learning to inform investment and delivery of future community design and mobilising work by Islington CCG/Islington Council and future grants programmes of other local funders, such as Islington Giving

The key objectives we are looking to be achieved as part of the work are:

• To engage and collaborate with a local community in Islington
• To identify unmet wellbeing needs for this community
• To identify skills, assets and strengths within this community which could help enhance local wellbeing and deliver a sustainable approach to community development in the long-term
• To support residents, and organisations, in the community to work together to improve their wellbeing
• To identify what non-medical support communities need to support their wellbeing
• To address social isolation and support a sense of community (and developing that community) through the process of residents working together to design and deliver the project
To enable communities to develop wellbeing skills, rather than imposing services or promotion onto them
To develop a sustainable model of community wellbeing support for the community in the long-term and inform other community wellbeing initiatives
To work with partners to share learning from the pilot and support residents to access local services being provided by partners
To create a greater sense of community on the Andover estate and to promote community confidence (e.g. community voice, inter-generational understanding)

**Target group:**

We propose working with residents and communities across a small geographical area to take forward this project. The pilot site selected is the Andover Estate – a separate briefing on the estate can be found in **Appendix A**.

As this is only the second project of its kind that we have delivered in the CCG (and the first with Islington Council) – this focus will help us to ensure it is targeted, more easily monitored and evaluated, and ensures we are working with a community which has higher than average deprivation levels – thus with higher need for health and wellbeing improvements.

We recognise the time and challenges involved in getting new initiatives off the ground so we are looking to run the pilot in an area that already has some community infrastructure in place. The appended briefing outlines existing infrastructure on the Andover estate.

We are looking for the outreach and activity to be targeted at a range of different demographic groups and across generations in the community to promote equality of opportunity.

**Working collaboratively:**

Islington CCG and Islington Council are keen to work collaboratively with the organisation commissioned to deliver the project. As a pilot initiative we are keen to learn from its findings and feel that a partnership approach will be conducive to this.

A steering group consisting of representatives from Islington Council, the CCG and the commissioned provider will be set up to monitor progress of the pilot, support development of the longer-term model once the pilot has been completed and support evaluation of the pilot.

**Risks:**

The project has no major risks apart from one which is sustainability. If we deliver a successful project which begins to improve and meet the wellbeing needs of this community, we need to ensure that after 24 months the project does not stop – leaving a potentially greater need gap than before - but keeps going.

Subject to its success Islington CCG and Islington Council will explore the potential for longer-term support for community led health and wellbeing initiatives in the pilot area, as well as opportunities for replication elsewhere in Islington.

**Supporting documents:**

Supporting documents the provider may wish to be aware of:

- JSNA
- NHS England’s Call to Action
- Engagement work of CCG
- Cripplegate Foundation: Distant Neighbours, Poverty and Inequality in Islington
Islington Council Resident Engagement Strategy
Islington Council Housing Strategy
Islington Council Adult Commissioning Strategy

Practical activities and methodology (statement of particulars)

The project should cover four distinct elements. These are:

1. Insight and planning – to understand local needs/assets and use this to design a practical initiative to help improve local wellbeing
2. Implementation and delivery of activity
3. Development of long-term approach to community wellbeing on the Andover estate
4. Evaluation – an evaluation framework will be co-developed at the outset of the project with Islington CCG and the Council and will link with existing wellbeing activity being delivered on the New River Green estate

Please note we are aware that some organisations may already have insight on the local area and communities that they work with. We are not asking that work is duplicated. If they have already carried out recent research and insight on health and wellbeing in the local area we would support using this as part of the insight and planning for this project.

We do not want to be prescriptive about the methods used to deliver the work, and invite bidders to suggest whatever approach they feel would work best within the available budget and timescale.

For guidance, we envisage the following practical activities being required as part of the project:

- Engagement activity (e.g. face to face events, workshops, one to one interviews, observation, surveys and telephone interviews) and making arrangements for any meeting venues and refreshments needed
- Recording numbers of those engaged with and collecting details of all those engaged with, where possible
- Improving diversity of project through targeted engagement, where necessary
- Publicity of project
- Offering a direct contact and point of contact throughout the project to the local community
- Design and delivery of programme of wellbeing activity with community in line with outreach and engagement activity
- Working with partners to develop ‘exit strategy’ and long-term approach to community wellbeing on the Andover estate once the two-year pilot has finished
- Working collaboratively with local partners delivering work in the area, particularly the range of community development and regeneration work already being delivered on the Andover estate
- Working collaboratively with Islington CCG and Islington Council through the community engagement teams in these organisations and the project steering group
- Working collaboratively with any external voluntary or community organisation and networks, where appropriate (to reach as many people in community as possible and link in with borough-wide strategic wellbeing work)
- Acting independently of an external voluntary or community organisation and not using the project as a means to push an external voluntary or community organisation’s agenda or organisation.
Reporting:

We require the successful bidder:

- To meet regularly with Islington CCG and Islington Council for project planning and progress evaluation – the steering group will be the primary forum for this. This should be a minimum of once a month with more frequent telephone catch ups. These meetings should be tailored to the needs of the project.
- To communicate (with a forward planner) any engagement activity planned and develop methodology with input of the steering group (will be especially important for insight and planning stage)
- To write and send through the following progress and evaluation reports.
  1. Insight report and implementation plan (to be signed off by Islington CCG)
  2. Progress Update 1 on delivery of project
  3. Progress Update 2 on delivery of project (including plans for continuation of the work after the pilot and sustainability)
  4. Evaluation of project.

Reports to include:

- Number of people reached
- Any other voluntary groups engaged with
- Impact upon local community both qualitative and quantitative
- Specific measurables of the project (to be devised with Islington CCG and Islington Council in the planning stage)
- Learning outcomes (to be devised with Islington CCG and Islington Council in planning stage)

Timescale and budget

Timeframe:

Start date: 8 August 2016 (flexible and subject to recruitment)

We are allowing 24 months for the project which means a project end date of 7 August 2018 (subject to initial start date) at the latest.

Budget: £80,000 over two years

The provider will receive quarterly payments in advance, subject to financial checks. The first payment will be made prior to the 7 August 2016 (or actual start date if later).

All costs of the project must be budgeted within £80k. However, the budget can be used flexibly e.g.

- Small scale equipment
- Staff time
- Volunteering and other expenses.

Please note we will accept partnership bids with one organisation as the lead.
Suitability assessment questions

Invitation to bid:

The Provider is asked to bid by midday on 17 June 2016.

We are looking for an organisation (or partnership) with:

- Experience in delivering community asset and mobilising projects and/or community development and innovation projects
- Experience of assessing and acting upon community based insight and research
- Strong knowledge of the local community, and the current issues, that they plan to work with
- Experience of collaborative working with local community and/or other partners
- Experience of thorough and robust evaluation of projects (focus on community development and innovation).

As outlined in the invitation to quote tender the contract will be awarded to the Most Economically Advantageous Tender on the basis of the highest scoring quotation based on quality 80% and cost 20%.

Costs should be submitted in the price schedule template.

The key components for quality outlined below should be covered in your proposal. These components, and weightings, are:

<table>
<thead>
<tr>
<th>Components</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>1 Information on Provider’s qualifications and previous experience of designing, delivering and evaluating similar projects</td>
<td>20%</td>
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<tr>
<td>This includes qualifications / experience of working with / understanding local communities / design and delivery of community projects / community development and innovation.</td>
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<td>Word count: 1000 words</td>
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<tr>
<td>2 A proposed model for gathering insight and how this will be used to design a project which focuses on community asset building and mobilising, including basic practicalities.</td>
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<td>3 A timeline for delivery of the project and associated milestones encompassing:</td>
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<tr>
<td>- Research and review of available data</td>
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<td>- Organisation of the programme</td>
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<td>- Delivery of the programme</td>
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<td>- Development of future model of delivery</td>
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<td>- Evaluation and reporting on the programme</td>
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<td>4 How will you ensure the project can be sustainable and gather key learning outcomes for future work in this field.</td>
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<td>5 Method of programme evaluation and reporting</td>
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CCG Contact Details
Lizzie Stimson
Email: estimson@nhs.net
Appendix A: Andover Estate Regeneration – Briefing Note

Background

The Andover Estate is in Finsbury Park ward, and is among the most deprived areas in Islington.

Ward profile: Of the 16 wards in Islington, Finsbury Park has the highest proportion of unemployed residents; the highest number of claims for out of work benefits; the fourth-highest proportion of people not working as looking after their home and family; and the third highest proportion of people not working because of long term sickness or disability. In Finsbury Park ward 24% of households are overcrowded, a further 11% are very overcrowded; and a staggering 37% of households meet two or more of the Office of National Statistics’ deprivation conditions – which include measures around employment, education, health and overcrowded/unheated accommodation. There is a higher crime rate in and around the estate than in Islington in general; and more residents who smoke and are overweight and obese.

About the estate: The Andover Estate has 1,650 properties across 21 blocks in Finsbury Park ward. It is flanked by Hornsey Road (west), Seven Sisters Road (south), Durham Road (east) and Birnham Road (north). The older part of the estate along Andover Road was built in the 1950s, and the newer buildings, which make up the majority of the estate, were built in the late 1960s until the late 1970s.

Three large uniquely designed triangular buildings rise into the sky on the estate, named Didbin, Noll and Docura Houses respectively, after local architects.

Plans for regeneration: Islington Council is committed to working with residents to regenerate the estate, making it a better place to live by building new homes (with priority for local residents); by improving the physical environment; and by providing new community facilities. We will engage with and get feedback from individuals and communities across the whole community on the estate; and position the council as leading on and invested in the future of the Andover Estate and its community.

Demographics

The Andover Estate has over 1850 residents living on the estate with 24% of the residents being under-18 and 19% over-60. Of the residents, there are 54% female and 46% male, of 30+ ethnicities speaking over 20 different languages. The largest ethnic groups White-British with 236 residents, Other Ethnic Groups, 145, and Black-British Caribbean, 105 residents.

Facilities

On the Andover estate there are numerous facilities which cater for the welfare, recreational, and educational needs of the local resident in a number of ways.

Andover Community Centre is currently staffed by one Interim Manager, supported by one project officer (a job share between two individuals) and occasional volunteers who help on the Centre’s reception. The Community Centre offers a range of activities for residents of
different ages to learn, play, work, and meet, which include Zumba sessions, Bingo, Coffee Mornings, African Dance Drumming Classes, Clothing bank, Community Library and a ‘Stay and Play group’. Islington Council are looking at recruiting to a one-year post to manage both the Andover and Bemerton Estate community centre. There are also plans to develop a new committee for the Andover community centre consisting of local residents.

A recent programme of activity from the centre can be found in Appendix B.

The following community groups have a presence on the estate offering support and services to the diverse ethnic communities on the estate and local areas. Based at the Andover Community centre:

One True Voice
One True Voice (OTV) is a charity founded by Somali women to support Somali girls and women. They help Somali women of all ages to understand, cope with and resolve the particular challenges they face in British and Somali society. They have a particular focus on health and education issues and strongly oppose female genital mutilation (FGM). OTV provides training, counselling and advocacy for girls and women, with the aim of making them more self-confident and capable of better integration into society.

Durham Road Community Rooms on the Andover Estate host the following organisations:

Maison Verte-UK
The Maison Verte-UK provides a service for pre-school children (aged 0-3 years) and their families. It is welcoming, informal, non-bureaucratic service and offers a safe and trusted space for families together with professionals. Their team includes social psychologists, psychoanalysts, group analysts, social workers, teachers and special needs practitioners, as well as trainees and voluntary workers from the community.

Help on Your Doorstep
Help on Your Doorstep (HOYD) is a charity that aims to make a difference to the health and wellbeing of the communities they serve; by empowering individuals to overcome the barriers they face and improve their lives. They proactively put people in touch with services that can help them find work, training, childcare, they also assistance for older people and much more. Help on Your Doorstep services is currently in 12 of Islington’s 16 wards, and are based out of the Andover estate in the Finsbury Park ward.

The TOY Project
The TOY project, based out of the Durham Road Community Rooms, provides basic support tools for children across the UK who have lost a family member or friend. These could be toys to use in play therapy to help children open up about their feelings or simply a teddy bear to comfort them at night. In addition to supporting bereaved children, they provide toys to children in hospices, hospitals, refugee centres, nurseries, schools and vulnerable families.

They recycle unwanted and un-needed toys donated by the public. They fundraise through events, online auctions, through financial donations and toy sales. Their main source of support is through used toy collections in schools, work places and from private homes.

Islington’s Turkish, Kurdish & Cypriot Women’s Welfare Group
A women-only organisation that aims to empower Turkish, Kurdish and Cypriot women.

Arsenal in the Community’s Double Clubs
The Arsenal Double Club is an after-school education and football programme which offers a range of subjects together with football coaching within schools and on local estates. Mirroring the two halves of a game of football, the programme combines a 45 minute
classroom session with a 45 minute football coaching session. The programme on the Andover Estate usually attracts on average 20 young people on a weekly basis.

Other facilities on the estate include the BrightStart Community Nursery and the Corker Walk 3G Pitch and Ball Court which is currently being refurbished with a scheduled completion date for September 2016.

A Tenants and Residents Association (TRA) is formed by a group of residents living on an estate who come together to form an Association to make their area a better place to live in. On the Andover Estate, the following Tenants Residents Associations are hold their committee meetings on the Andover estate: TRA Andover; TRA Six Acres and TRA Hayden Clifden

On the estate there is also a Recycling project and an animal hospital which serves the local community (and is accessible to the wider borough). Another facility within the vicinity of the estate which caters for young people and local residents include the Platform Youth Hub, off Hornsey Road, which is a 5 minute walking distance from the Andover Estate. Platform is creative hub for young people; it has a theatre, performance space, media suites, a recording studio, dance studio and a cafe. Young people can visit Platform for personal help with apprenticeships, college applications, CVs, looking for work, volunteering or developing projects. Platform also state they can support young people with advice and guidance on personal issues, lifestyle decisions and sexual health.

The Sobell Leisure Centre is within a 10 minutes walking distance from the Andover Estate. The centre has a sports hall, gym, exercise studios, squash courts, and climbing wall. It also has an indoor Ice Rink and permanent dojo. It is home to many sports clubs Islington, various school programmes and health initiatives.
### Appendix B – Recent activity programme

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<thead>
<tr>
<th>MONDAY 25th Jan</th>
<th>TUESDAY 26th Jan</th>
<th>WEDNESDAY 27th Jan</th>
<th>THURSDAY 28th Jan</th>
<th>FRIDAY 29th Jan</th>
<th>SATURDAY 30th Jan</th>
<th>SUNDAY 31st Jan</th>
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<tbody>
<tr>
<td><strong>Andover Community Centre</strong></td>
<td><strong>Coffee Morning</strong> 10:00 AM-12:00PM</td>
<td><strong>Arsenal Employability Provision</strong> 2:00PM-5:00PM</td>
<td><strong>Health &amp; Social Care &amp; Childcare Training</strong> 10:30PM-12:30PM (Level 1)</td>
<td><strong>Islington Bereavement Service</strong> 2:00PM-3:00PM</td>
<td><strong>Somali Intergenerational Dialogues, Peace Begins at Home</strong> 10:00AM-4:00PM</td>
<td><strong>Jordon Leany Sunday Church</strong> 10:00AM-2:00PM</td>
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<td></td>
<td><strong>Zumba</strong> 6:00PM-7:00PM</td>
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<td><strong>12:30PM-2:00PM (Level 2)</strong></td>
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<td><strong>Bingo</strong> 7:30PM-10:00PM</td>
<td><strong>Zumba</strong> 5:15PM-6:15PM</td>
<td><strong>African Dance &amp; Drumming</strong> 7:00PM-9:00PM</td>
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<td><strong>Durham Road Community Rooms</strong></td>
<td><strong>Arsenal Double Club</strong> 4:00PM-6:30PM</td>
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<td><strong>Maison Verte</strong> 9:30AM-12:30PM</td>
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<td><strong>Arsenal Double Club</strong> 10:00AM-1:00PM</td>
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<td><strong>Andover Steering Group</strong> 6:30PM-8:30PM</td>
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<td><strong>Turkish Kurdish Cypriot Group</strong> 9:00AM-5:00PM</td>
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<td><strong>Maison Verte</strong> 2:00PM-5:00PM</td>
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<td><strong>Brightstart Community Nursery</strong></td>
<td><strong>Monday- Friday (Session 1)</strong> 9:00AM-12:00PM – 12:15PM-3:15PM (Session 2)</td>
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<tr>
<td><strong>Help on your Doorstep, Monday-Friday 10:00AM-4:00PM @ Durham Road Community Rooms</strong></td>
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<td><strong>One True Voice, Empowering Women</strong></td>
<td><strong>Monday-Thursday 10:00-3:00PM @ Community Centre</strong></td>
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<tr>
<td><strong>Clothing Bank:</strong> Monday-Friday 10:00AM-3:00PM @54 Corker Walk</td>
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