

Health and Wellbeing Board



Date of meeting:	29 January 2025
Title of Report:	Community Empowerment Programme and Wellbeing Hubs Briefing Report
Lead Member:	Councillor Chris Penberthy (Cabinet Member for Housing, Cooperative Development, and Communities) Councillor, Mary Aspinall (Cabinet Member for Health and Adult Social Care)
Lead Strategic Director:	Professor Steve Maddern (Director of Public Health)
Author:	Zoe Sydenham
Contact Email:	zoe.sydenham@plymouth.gov.uk
Your Reference:	CE Report 15.1.25
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This report aims to update the HWB Board on the progress of the Community Empowerment Programme including the Wellbeing Hubs in line with the agreed Engagement Framework and Empowerment Action Plan.

Recommendations and Reasons

The report makes the following recommendations:

- HWB Board to endorse the Council's approach to the delivery of the Community Empowerment Programme and the Wellbeing Hubs Network and the direction of travel proposed for 2025 set out in this document.

This will enable the Council to continue leadership of tackling health inequalities through a community empowered approach, building the capacity of the Council, Health and Social Care partners and the voluntary sector to deliver against strategic national and local priorities.

Alternative options considered and rejected

Community Empowerment is a corporate priority and the option to not take forward the programme was not considered. There is a strong need and appetite to ensure that we are effectively engaging and working with residents, communities and businesses across the city to achieve better outcomes for all.

Relevance to the Corporate Plan and/or the Plymouth Plan

The Community Empowerment programme supports the implementation of the Plymouth Plan in which the city is committed to making Plymouth a fairer city where everyone does their bit. The Corporate Plan commits the Council to being democratic, providing strong leadership and involving communities in decisions that affect them, which is the underlying aim of Community Empowerment. It also supports the Council's commitment to being a Fair and Co-operative Council in treating everyone with respect and working together with communities to create the city we all want to see.

We value the views of our residents and communities. We want to ensure that everyone is treated with respect, has equal opportunity to have their voice heard and get involved, is listened to and feels that their contributions are valued. The programme will help to ensure that the Council is effectively listening to their customers and communities as detailed in the Corporate Plan and demonstrates the importance of engagement as detailed in the Plymouth Plan Statement of Community Involvement.

Implications for the Medium-Term Financial Plan and Resource Implications:

The Community Empowerment programme draws on several strands of work that are taking place across the Council including the Thrive programme (tackling health inequalities), equality, diversity and inclusion, the development of an engagement framework, climate emergency, commissioning, digital, inclusive growth, Ageing Well, the Building Bridges to Opportunity programme (anti-poverty) and others, whilst creating an overarching framework in which these work streams can be integrated into a common vision and approach to working with communities.

As a Council, we continue to ensure that we value the skills, knowledge, and insight which residents, communities and businesses provide. The long-term aim is that a community empowerment approach becomes business as usual. This will be done through a programme of workforce development and sharing of best practice. The approach will also target of existing resources to communities where the need is greatest. This work links closely with Our People Strategy and reflects our commitment to provide our workforce with the skills and knowledge required to deliver high quality services. The programme also recognises and supports collaboration, co-production and capacity building within the VCSE sector.

There are no direct financial implications arising from this report.

Financial Risks

The Community Empowerment Programme is externally funded and therefore financial risks are low.

Carbon Footprint (Environmental) Implications:

The programme will work with individuals, communities and organisations to promote the aims of the Climate Emergency programme.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The Community Empowerment programme includes actions to support community resilience, including tackling financial and food insecurity, which will help to tackle child poverty. We are committed to discharging our Public Sector Equality Duty. The strands of work set out within the programme will help us move closer to our ambition of achieving 'excellence' on the Equality Framework for Local Government (EFLG) as it directly works towards the outcomes within the 'Understanding and working with communities' modules within EFLG

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	Community Empowerment Action Plan 2025 (Draft)							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
Community Empowerment Report Apr-Sept 2024 (Final)							
Community Builders Report Oct 2024							

Sign off:

Fin	N/A	Leg	N/A	Mon Off	N/A	HR	N/A	Assets	N/A	Strat Proc	N/A
Originating Senior Leadership Team member: Professor Steve Maddern											
Please confirm the Strategic Director(s) has agreed the report? Yes Steve Maddern, DPH Date agreed: 15/01/2025											
Cabinet Member approval: <i>Councillor Mary Aspinall, Cabinet Member for Health and Adult Social Care</i> Date approved: 17/01/2025											

I INTRODUCTION

Community Empowerment refers to the process of enabling communities to increase control over their lives. As a Council we value the contribution that people and communities can make and want to harness that potential to work together for a fairer, greener and healthier city in which everyone does their bit. The Community Empowerment programme is therefore committed to supporting local communities to do things for themselves, and to make their voices heard in shaping the services they use and the places they live.

Hosted by the Office of the Director of Public Health, the Community Empowerment programme recognises that socio-economic and health inequalities are a huge barrier to engagement and empowerment. With a particular focus on delivery areas which work with communities to tackle health inequalities through addressing the social determinants of health throughout the life-course, the programme aligns directly with current key local and national initiatives:

- The Darzi Report, September 2024 (which investigated the challenges facing the NHS) gave clear rationale for the need for preventative investment upstream into primary care, mental health and community-based services using a place-based approach
- NHS: Core20 PLUS5 which focus on tackling health inequalities within specific targeted population and 5 key clinical areas and NHS Change Programme on Prevention
- Community based services which support people to live as independently as possible and reducing hospital (re)admissions in line with the Community Based Care Commissioning Strategy
- Targeting additional funding to populations (defined by demographic or geographic characteristics) in which have historically been under-invested, consistent with the broader transition towards Population Management in the Integrated Care Strategy
- Sport England's Uniting the Movement vision to tackle inequalities around physical activity
- The emerging national Civil Society Covenant Framework led by Department for Culture, Media and Sport, supporting empowerment through the VCSE sector
- Plymouth City Council's Anti-Poverty Strategy 'Building Bridges to Opportunity'
- THRIVE Plymouth's Public Health Network to tackle health inequalities around the themes of healthy body, mind, healthy communities and healthy place.

2. OUR VISION AND DELIVERY THEMES

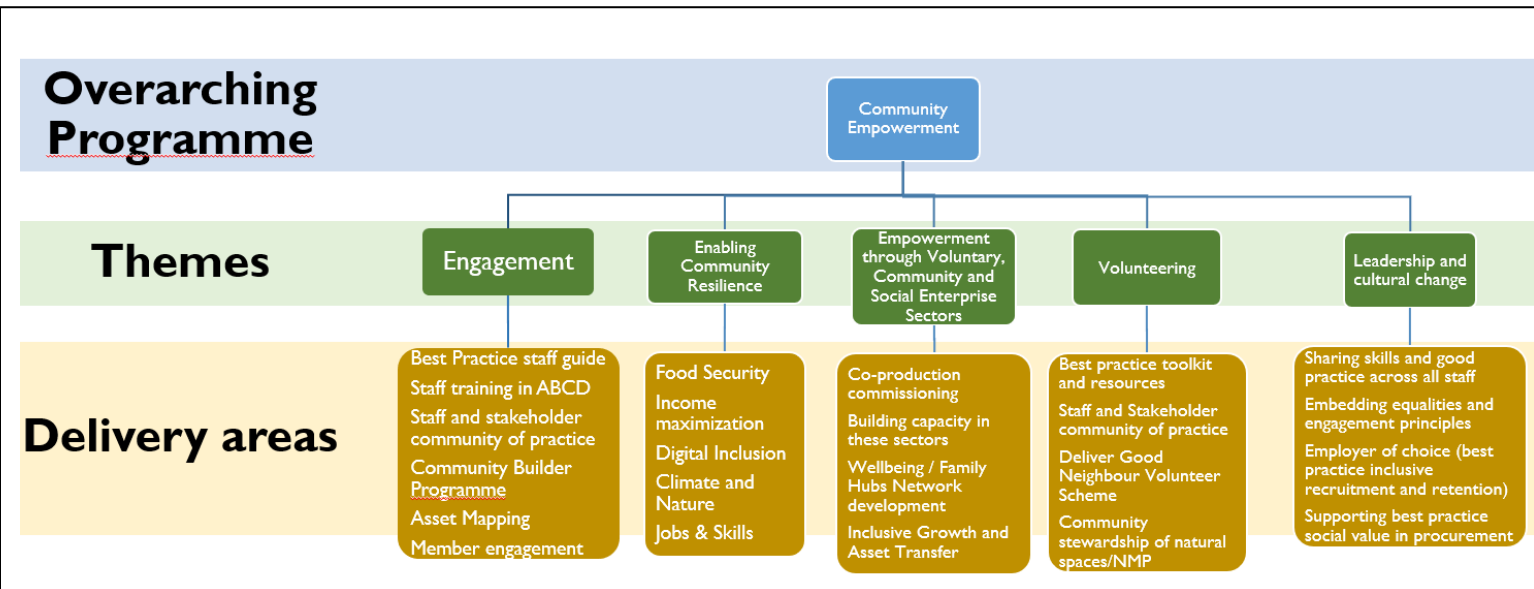
The Community Empowerment programme set out its vision in 2021, which aimed to change the way we work with others, moving from a position of “we’ll tell you what we want to do and what we think the city needs”, to “we’ll collectively find out what our communities need and collectively work together to deliver the city we want”. The programme has been framed around delivery of the following aims:

- **Improve access to the information, advice and evidence** needed to support collaborative decision making and ensure communities and voluntary organisations are informed of their rights.
- **Promote self-help and targeted volunteering**, reducing the need for 'professional help' and support positive outcomes for all.
- **Provide guidance and support to those communities** who want to protect local services, own assets or run services in the city.
- **Recognise and support the benefits of temporary and meanwhile uses** of empty shops and public spaces that can add value to local communities.
- **Support children and young people's rights** to play an active role in the civic life of the city.
- **Ensure that as a city we understand and recognise the social value** and impact that businesses and the voluntary and community sector make and that there is a joined-up approach to attracting investment.
- **Share knowledge through open data and information** which enables communities to have informed engagement, make suggestions for changes and initiate actions relating to their services and lifestyles.
- **Provide specific support to local communities** and targeted regeneration in disadvantaged neighbourhoods to promote inclusive growth.
- **Strengthen communities to build upon social value and social movement** so that people have control of the communities where they live.
- **Recognise the unique and vital role which members play** in communities and the important relationships they hold with stakeholders across the city

2.1 Delivery Programme

The Delivery Programme focuses on 5 key themes, shown below, with areas of work for delivery. From this a more detailed action plan sets out activities. A monthly PCC cross department steering group meets to review actions, update on progress and identify opportunities for collaboration.

The Community Empowerment Action Plan for 2025 is in the process of being updated together with partners. A draft is available in Appendix A.



3. FUNDING

In 2024/5 the budget is just over £1.1m. It is made up of 100% external funding:

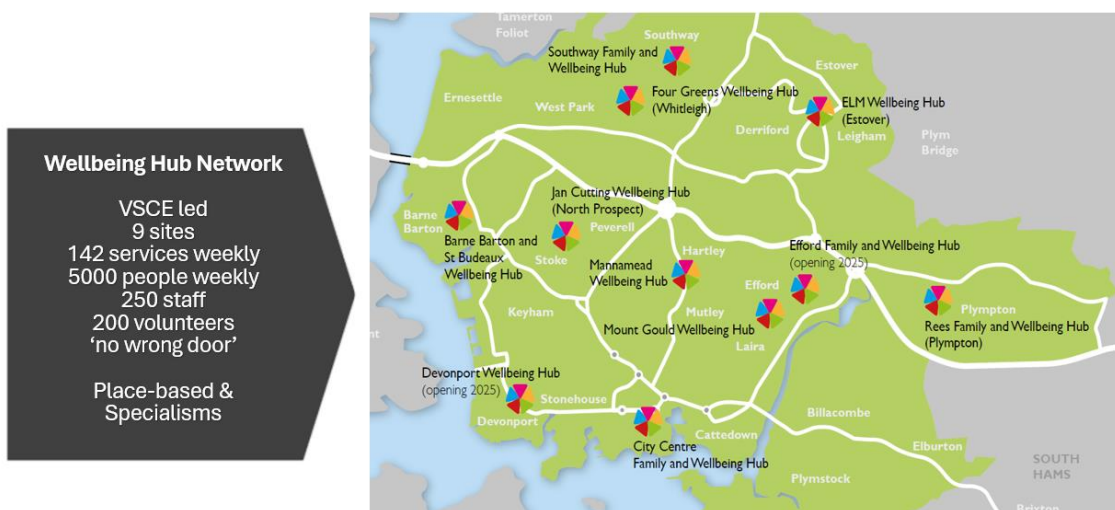
- £852,494 external funding from the Plymouth Public Health Fairshares fund (NHS)
- £273,290 from the ringfenced Public Health grant towards PCC staff salary costs and Wellbeing Hub Services
- £35,833 from Adult Social Care towards the Good Neighbour Volunteer Scheme.
- £11,994 from DLUC/National Lottery towards the Digital Volunteer Scheme and Changing Futures volunteering support

The budget for 25/26 is currently being developed in partnership with key stakeholders and funders to enable continued delivery at no cost to the Council.

4. IMPACT HIGHLIGHTS 2024

More detailed reports on the delivery of the programme are available in the background reports attached in this document. Some highlights include:

4.1 Wellbeing Hub Services



CORE20: Addressing health inequalities in the most deprived 20%

PLUS for people outside of deprivation scope but still experience health inequalities

Responding to **5** NHS clinical areas of focus

Primary and Secondary Care; Housing health and social care; Economic and Community

Funding is provided to each of the current 9 Wellbeing Hubs to provide a Wellbeing Advisory Service and open for a minimum of 37 hours per week, at a total of £300k across the network. The funding is a small contribution towards the total running costs and delivers huge added value. With a total of approximately £6m turnover across all the Wellbeing Hubs, for every £1 invested through

Fairshares/Public Health Grant, a minimum of £20 worth of additional services are delivered through match funding.

The Hubs are situated in more deprived areas of the city with the aim to address health inequalities in the most deprived 20% plus for people outside of deprivation scope but still experiencing health inequalities. They also provide support around 5 NHS clinical areas of focus: Primary and Secondary Care; Housing health and social care; Economic and Community.

Each Hub is run by a VCSE organisation and the Fairshares funding contributes towards the cost of a Wellbeing Advisor for each hub and a Network Programme Lead (started July 2024) whose role it is to coordinate the network planning, monitoring and evaluation, communications and a joined-up approach to ensure a 'no wrong door' approach for residents. The relatively small amount of funding

Over the first two quarters of the year across the network the hubs delivered around 142 services weekly, attended by an average of 5000 people per week. The Hubs support 250 staff and 200 volunteers. Services are delivered to the community in the following areas:

Health and Wellbeing activities

- Physical activities
- Support for conditions such as long-term health conditions, diabetes
- Mental health support

Providing information, advice and guidance

- Advice regarding income maximization and benefits
- Family and parenting support

Supported economic development

- Training courses
- Volunteering programmes
- Employment related support supported by DWP

4.2 VCSE Capacity Building

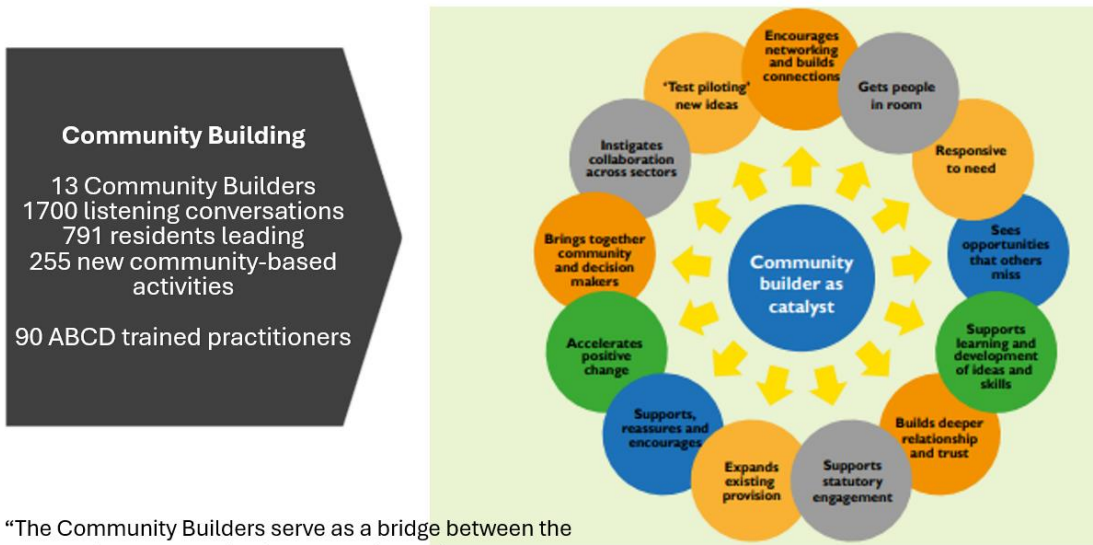
Plymouth Octopus Project received funding to offer direct support to grassroots organisations (those with a turnover of under £100k) through:

- 1:1 advice and support
- Training and workshops
- Network support
- Funding

In the first 6 months of 2024/5, 18 grassroots organisations were supported; 7 training sessions were delivered, and 116 hours of 1:1 support, alongside awarding nearly £38k worth of funding and supporting the organisations to access another approximately £200k through supporting them to apply for successful funding bids.

The CE team also Chair a monthly VCSE Network meeting with over 80 members to discuss strategic city issues and share learning, best practice, communications.

4.3 Community Builder (CB) Programme



“The Community Builders serve as a bridge between the community and organisations, enabling residents to connect with resources effectively.” Independent Evaluation

The CB Programme funds 13 community builders working within seven geographical communities (neighbourhoods) and seven communities of identity and interest to take an Asset Based Community Development approach to tackling health inequalities. These areas were defined through analysis of citywide survey data collected biannually by Plymouth City Council. They correlate with areas that have higher levels of health inequality, low levels of involvement in communities and/or low sense of belonging. An independent evaluation by Plymouth University showed that the programme is reducing isolation, improving sense of belonging and sense of control through building trust, creating connections with individuals and organisations, and partnership working.

In the first 6 months of 24/25, CBs engaged 185 new community connectors, supported 89 new community led activities developed with 277 residents. They also worked with 69 new partners, using their trusted role in the community to support them to reach residents to access health and wellbeing initiatives, support cost of living, provide education, skills and volunteering and link with existing services.

“I have been working with the local Doctors Elm surgery at Estover. I spend once a month at the surgery, talking and helping residents, building up connections and referring to local community

referrals, resulting in 14 new volunteer/resident matches being set up, cumulating in a total of 819 volunteer visits. We currently support an average of 35 visits per week with a cohort of 35 trained volunteers

Digital volunteers: supporting our Digital Inclusion Strategy, we have trained 15 digital community volunteers in the last few months to offer basic digital support to local adults. 7 referrals received to date.

Development of PCC volunteering opportunities: PCC currently has 660 volunteers on a range of schemes. We have completed a PCC volunteer Managers guide and volunteer handbook and support a network across the Council to ensure best practice.

Citywide promotion: Ongoing coordination of a quarterly Plymouth volunteer co-ordinators network – 67 members; Volunteers Week Celebration Event at The Box in June – 130 attendees; Development of an On-Course South West 'Digital Volunteer Passport' – an introduction to volunteering for new volunteers. 3 sessions completed, totalling 25 participants; As part of the Ageing Well program a volunteers' fair was held at the Box, with 22 organisations and 166 attendees.

4.6 Food Security

Food Security

6 coops, 180 members
1 social supermarket, 100 members

100% save £10 + weekly
89% eat more fruit and veg
84% feel good about the part they play in the community

“Phil, our food co-op delivery driver is a great member of the team... all members like him... He was a volunteer looking to get back into paid work when we met...” Food Coordinator



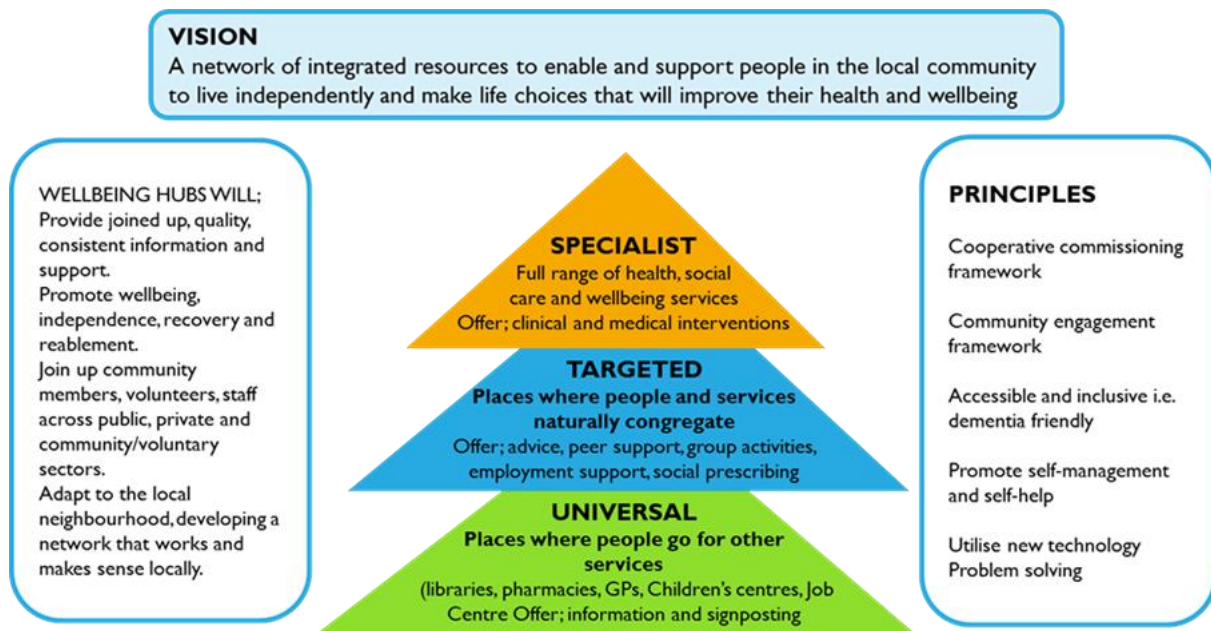
We fund various organisations to provide household food security in line with the Food Plymouth Strategy and Action Plan. Over the past 6 months this programme has delivered activities to over 370 residents predominantly from the west and south of the city. This includes:

- Setting up of 7 Food Coops, with a total of 140 members who are all volunteers. Supported delivery of 1 new social supermarket with another planned for 2025, with over 100 members. Of the members, 100% save £10 + weekly; 89% eat more fruit and veg and 84% feel good about the part they play in the community. Members also build confidence, social connections and skills.
- 88 social housing tenants participating in cookery sessions and a local veg bag trial in partnership with PCH who contribute 50% match funding. Evaluation shows residents build skills, save money and develop relationships.
- 94 residents participating on cookery clinics and workshops across various venues, referred through Weight Management courses, Headway and social housing, targeting particular cohorts including men, young people with SEND.
- Food growing and nature related connection activities at 32 different community events, and training courses.
- Development of the Best Food Forwards Scheme to support caterers to provide healthy food
- Coordination of the Plymouth Food Access Network, 181 members including 40 front line food support organisations, support services and wider stakeholders

5 WELLBEING HUBS DETAILED BRIEFING

5.1 Background

Health and wellbeing hubs are now an integral part of the Local Care Partnership (Integrated Care System) approach to integrated health and wellbeing, with a focus on prevention, early intervention, empowering communities and providing support for those in need. They began through a series of collaborative workshops with providers and the Voluntary, Community and Social Enterprise (VCSE) sectors, exploring the opportunities to improve pathways between preventative services and primary care. It was through this collaborative process, and in particular through the analysis of patient/citizen journeys, that the vision and principles of Health and Wellbeing Hubs was developed. This approach outlined in “*The Wellbeing Hub Strategic Commissioning Framework*” was agreed by Plymouth City Council Cabinet in January 2018 and set out the below vision, structure and principles.



The overarching vision was to develop ‘A network of integrated resources working together to enable and support people in the local community to live independently and make life choices that will improve their health and wellbeing and reduce health inequalities’.

As shown in the diagram above, the Wellbeing Hubs were part of the Targeted approach, with close links to Universal and Specialist offers. The original ambition was to have 12 Wellbeing Hubs citywide and 2 Specialist Hubs at Cavell and Cumberland. Due to external factors, the Specialist Hubs are no longer planned. However, the Wellbeing Hubs now number 9 with plans for 3 more to open in 2025. Run by the VCSE, they provide a link between the public, private and community/voluntary sectors and to leverage in additional resources to ensure both quality and sustainability of their services.

Geographic areas for the Wellbeing Hubs have been determined based on lower levels of socio-economic status and sense of belonging (as identified by the Council’s bi-annual Resident Survey). Their aim is to

provide equitable access to health and wellbeing through integrated, community-focused services that enhance the community's experience of health and care systems and foster a greater sense of belonging. Key to this role is the 'no wrong door' approach, where each person who contacts the Hub is provided with high quality holistic support. As such the offer at each Hub takes a place-based approach, to reflect the local population's need. The success of the Hubs is made possible through close working with the different networks and assets in each neighbourhood and with the wider Wellbeing Hub network and Family Hub network.



Map: Wellbeing Hub locations

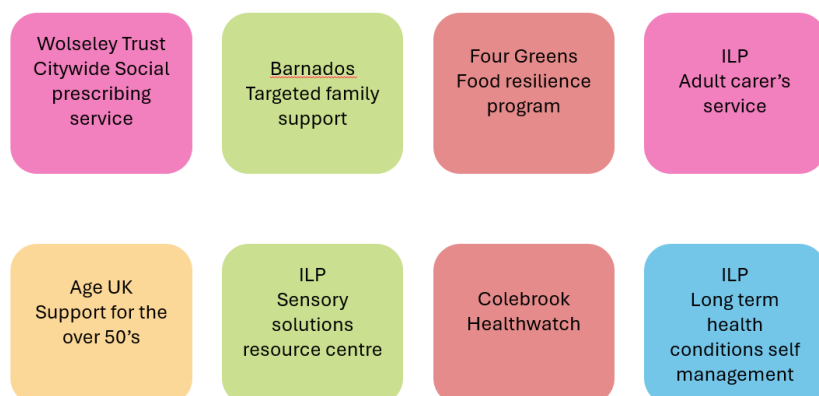
5.2 Core Hub Services

Whilst each hub is run by a different VCSE organization, with very different buildings, different business models and with varying levels of experience, at the core of each Hub is a requirement to deliver a Wellbeing Hub Advisor hub service, and open for a minimum of 37 hours per week. Each hub should also be delivering or evidence that they are working towards the delivery of a standard set of services, adapted to meet local needs. This must include:

- (i) **Advice and Information.** Through partnership with a range of providers including citywide commissioned information and advice. Some of this may be a digital online provision.

- (ii) **Social prescribing.** The Wolseley Trust holds a Primary Care Network contract to deliver a social prescribing programme across all of the GP practices in Plymouth and will make referrals to the hubs network. Social prescribing also happens informally through the offer to the community.
- (iii) **Befriending.** Provision and linking in with existing befriending and other activities to prevent loneliness in their population.
- (iv) **Health Improvement.** Livewell Southwest 'One You Plymouth' and wider services provide healthy lifestyles advice and services
- (v) **Mental and Physical Health/Long-term conditions support services.** A range of generalist and specialist support with a clear referral process into these services, which include the Community Mental Health Framework (Improving Lives Plymouth), Mental Health Support (Rethink), Recovery College (MIND), the Sensory Support Service (Improving Lives Plymouth) and other services for people with physical health issues.
- (vi) **Long-term conditions self-management and education.** Commissioners and providers work with the Wellbeing Hub to offer options for long-term conditions self-management support which will include education programmes and outreach clinics.
- (vii) **Peer support groups** in partnership with a range of providers/ organisations
- (viii) **Livewell South West** direct links for people needing primary care and adult social care support
- (ix) **Carers.** The Caring for Carers service will ensure that the hubs understand the support that can be offered to carers and some direct support is provided in each hub including drop-ins and peer support groups.

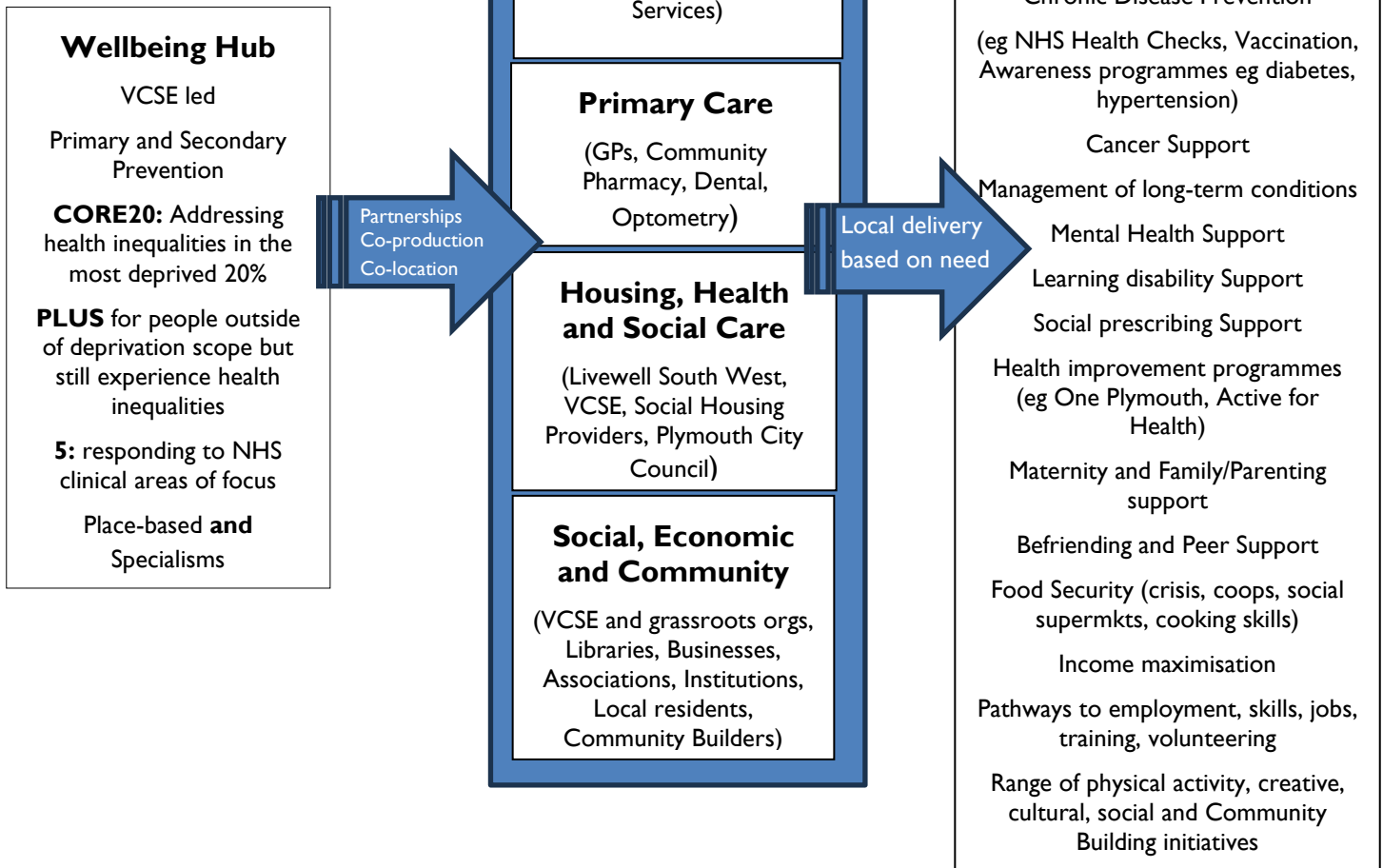
Hubs also have developed specialisms, which they offer to the whole network and in some cases are offered as a citywide service within other hubs and community-based locations. Examples below:



Examples of Hub Leads' specialisms

Alongside the core offer, every Hub runs a whole range of community, health, economic and social activities, some examples of which are shown in the delivery model below.

5.3 Delivery Model



Examples of delivery in numbers:**Telephone Befriending Service at the Age UK wellbeing hub:**

The Telephone Befriending Service facilitated **302 calls** between July and Sept 2024, providing essential support to **44 individuals** who experience loneliness or isolation. Volunteers played a significant role in this service, offering companionship and emotional support to older adults.

Women's health support at the Jan Cutting Healthy living centre:

70 places at each session – the places were fully booked within the first couple of days – clearly demonstrating the need for this offer. Dr Jarvis delivered the medical knowledge through her personal experience, which was also complimented by guest speakers offering advice on nutrition, exercise and lifestyle choices.

My Health, My Way workshop at the Mannamead Wellbeing Hub:

Between April and July, the Mannamead Wellbeing Hub has engaged with **202** service users with long-term health conditions. This includes **65 new** referrals to the service, attendance at the four-week **My Health, My Way** workshop, supporting members of a small volunteer team who are themselves living with long-term health conditions and by providing post-course workshop support to a growing number of follow-on group members to help embed all the topics and discussions previously covered during the workshop.

5.4 Funding

In 2024/5 the Wellbeing Hubs received a total of £300k towards the cost of a Wellbeing Advisor Service across 9 hubs and a Wellbeing Hub Network Programme Lead, 50% funded through the Public Health grant and 50% through the Fairshares grant.

This relatively small amount of funding delivers huge added value. With a total of approximately £6m turnover across all the Wellbeing Hubs, **for every £1 invested through Fairshares/Public Health Grant, a minimum of £20 worth of additional services are delivered through match funding.**

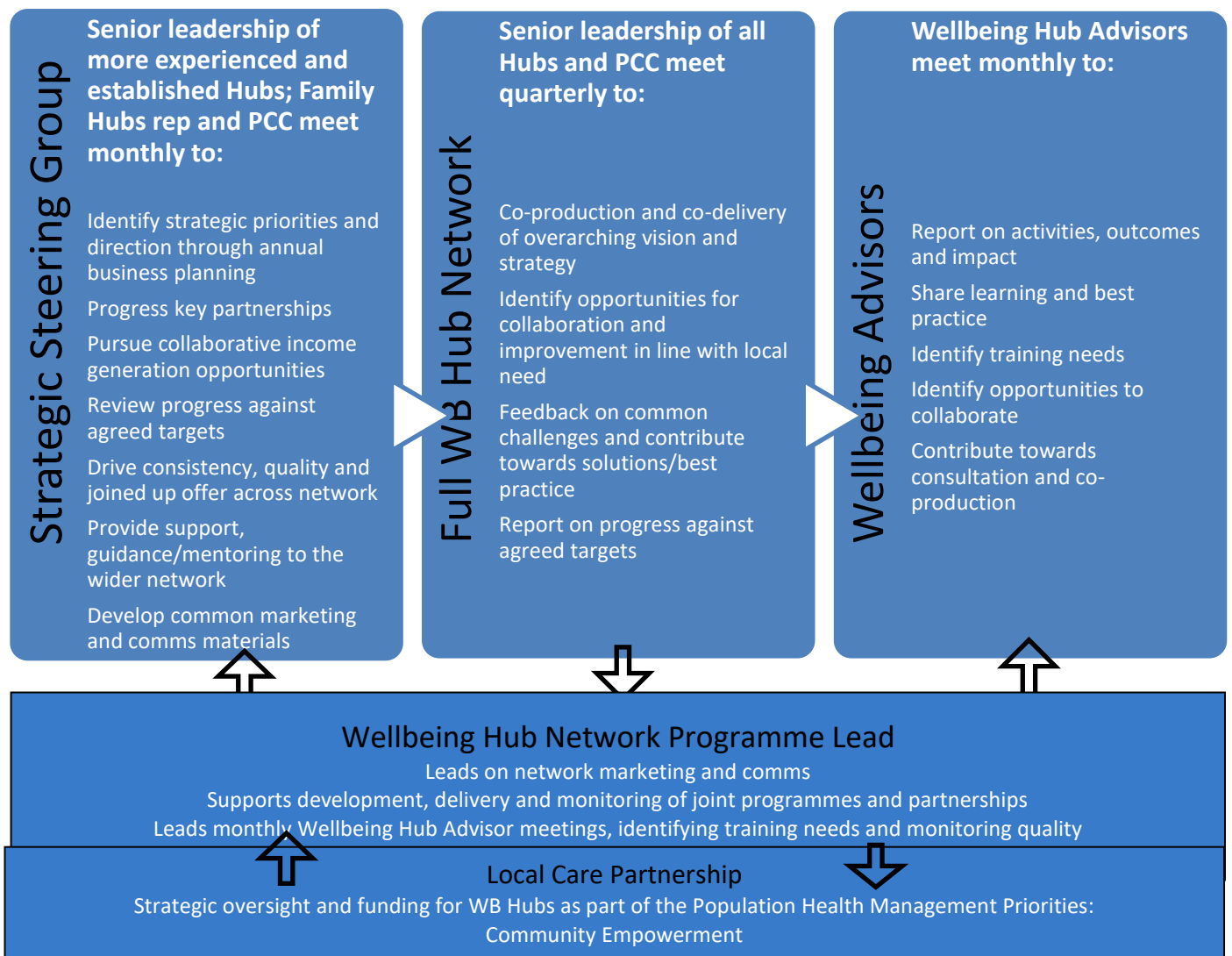
Progress against agreed indicators and qualitative case studies from each member of the Full WB Hub network is collated and reported to Public Health and the LCP on a monthly and quarterly basis.

5.5 Wellbeing Hub Network

With the development of the Integrated Care System, in 2022, the Wellbeing Hubs Network recognised the opportunity to work together more effectively to coordinate services to adapt to system level and local level challenges around the delivery of Health and Social Care. The network set out a shared vision, principles and clear governance structure that supported collaborative decision making, stronger financial stability, greater operational scale and efficiency and improved outcomes for end-users, showcasing the role of the VCSE in delivery of locality-based community health provision.

The number of hubs has grown to 9 across the city, with a further 2 due to open in 2025 in Devonport and Efford and a third working to support YMCA to deliver Wellbeing Services. 4 hubs are also co-located with Family Hubs and the links between these services are strengthening. More experienced hubs have taken on a mentoring and business support role for new Hubs, with no extra funding provided and this approach needs further resourcing and development. To support the development of the growing network, and delivery of the strategic plan, a Network Programme Lead was employed in Summer 2024.

Network Governance



Network Membership:

The Strategic Steering Group meets monthly under an agreed Governance framework and its membership is limited to the Senior Leadership of the original 5 partners at the set-up of the Wellbeing Hubs, with a representative of Plymouth City Council:

- Improving Lives Plymouth (Mannamead and City Centre Hubs)
- Four Greens Community Trust (Whitleigh Family and Wellbeing Hub)
- Wolseley Trust (Jan Cutting Centre)
- Colebrook (St Budeaux Hub)
- Barnados (Rees Family and Wellbeing Hub)
- Plymouth City Council Public Health (Community Empowerment)

The full Wellbeing Hub network involves the SSG plus the wider network and invites Senior Leaders to meet on a quarterly basis. This network consists of an additional 4 members:

- Age UK (Mount Gould Hub)
- ELM Community Group (Estover Hub)
- Plymouth Argyle Community Trust (Devonport Wellbeing Hub)
- Southway Community Group CIC (Southway Family and Wellbeing Hub)

5.6 Development of the Wellbeing Hub Network

Tackling health inequalities using a whole systems approach, addressing social determinants through the lifecourse and co-designed to meet local need, the concept of the Wellbeing Hubs aligns directly with current key local and national initiatives:

- The Darzi Report, September 2024 (which investigated the challenges facing the NHS) gave clear rationale for the need for preventative investment upstream into primary care, mental health and community-based services using a place-based approach
- NHS: Core20 PLUS5 which focus on tackling health inequalities within specific targeted population and 5 key clinical areas and NHS Change Programme on Prevention
- Community based services which support people to live as independently as possible and reducing hospital (re)admissions in line with the Community Based Care Commissioning Strategy
- Sport England's Uniting the Movement vision to tackle inequalities around physical activity
- Plymouth City Council's Anti-Poverty Strategy 'Building Bridges to Opportunity'
- THRIVE Plymouth's Public Health Strategy to tackle health inequalities around the themes of healthy body, mind, healthy communities and healthy place.

Under the existing Governance of the Network, there is an opportunity to deepen and broaden the reach of the network and its impact through:

Ongoing commitment to prioritising the Wellbeing Hub Network as part of the ICS/Local Care Partnership priorities

- Development of business planning and quality assurance approaches, aligning local health data and needs assessment with programme development and delivery, led by the Strategic Steering Group and co-produced with the wider Network
- Support a consistent approach to funding the Wellbeing Services across the network as it grows, recognising the need to resource infrastructure needs associated with ongoing network development support and in particular the mentoring support offered by more experienced Wellbeing Hubs to newer 'entrants'
- Support the current governance structure and co-production around decision making and direction of travel
- Support the development of collaborative funding bids that strengthen the reach and impact of services

Development of strategic partnerships with Primary and Secondary Care across the network (beyond individual hubs) to support a community-based health ecosystem

- Targeted approach with Livewell Southwest, Community Pharmacies and Primary Care Networks
- Development of programmes that directly reduce the impact on Secondary Care in partnership with University Hospital Plymouth

Raising visibility of the Hub Network in delivering health prevention

- Joint Network reporting on impact, identifying opportunities for improved data gathering and management and insights to evidence impact and inform programmes
- Improved marketing and communications including a new website for the Network

Improving collaboration between Wellbeing Hub and Family Hub Networks

- Building on collaboration and/or co-location of services with the Family Hub network. 4 hubs already co-locate with Wellbeing Hubs and we are exploring the delivery of satellite Family Hub services at the City Centre and Estover hubs, and the potential to include Wellbeing Hub services at the new Stonehouse Family Hub. Closer working could help to address gaps in Devonport, East End, West Park and Barne Barton.
- Representation of the additional 2 Family Hub providers (Lark and Action for Children) on the full WB Hub Network and improved collaboration with Wellbeing Advisors at Hubs and Family Hubs.

Development of Hub satellites to improve community reach

- Satellites could include organisations that provide an advice service to a standard agreed by the Network, but who don't necessarily deliver against the essential requirements of a full Hub. This includes satellite hubs at Manadon Sports Hub (via Plymouth Argyle Community Trust) and could include William Sutton Hall (Crownhill via Colebrook) and could extend to libraries or other sports and leisure facilities. Each satellite would be required to have a named representative to attend the Wellbeing Advisor meetings and a commitment to work closely across the network to support the 'no wrong door' approach. Currently whilst no funding is available for satellites, there are benefits to network membership.

Continue to build Hub Specialisms

- Development of Hubs with a particular focus and expertise on physical activity, building on Sport England place partnerships. We are already working with Plymouth Argyle Community Trust to

develop the Wellbeing offer at Devonport (former Brickfields site) which will include particular specialisms around physical health. YMCA Plymouth already offer a range of education and wellbeing services and are keen to develop their offer into a full Wellbeing Hub. Longer term, there is the potential to support the movement of Plymouth Active Leisure (Central Park, Tinside, Plympton pool) towards an improved wellbeing offer (currently piloting an 'Active for Health' social prescribing offer with YMCA, with potential to develop more.

This approach would:

- Address geographical gaps in provision, improving the reach across communities within the CORE20 PLUS
- Bring in new expertise to develop across the network, enabling more effective outcomes
- Support improved evidence based around health inequalities and contributions that community assets have to address the issue
- Bring in new sources of funding to cover the costs of delivery
- Maximising use of community-based assets and bringing care closer to home
- Improve evidence of impact
- Strengthen the approach to co-production, ensuring services meet local need/demand and deliver value for money

5.7 Recommendations

We ask that the HWB Board support the Development of the Wellbeing Hub Network as identified in this document.

APPENDIX A: COMMUNITY EMPOWERMENT DRAFT ACTION PLAN 2025 (in progress)					
Themes	Aims/Objectives	Key deliverables - Projects	Progress December 2024	Next Steps	Lead
Leadership and Cultural Change within PCC	<ul style="list-style-type: none"> Encouraging customers, partners, staff and councillors to feel involved in how services are delivered Helping individuals and communities to take responsibility for themselves Changing the relationship between the Council and residents Working with partners to help communities and councillors engage, find information and access the best resources to meet their needs Making PCC easier to navigate by the community by consistency in approach, removing duplication and barriers and identifying opportunities to join up Ensuring a shared understanding of our the Council's approach to empowerment amongst employees, Members and stakeholders 	<ul style="list-style-type: none"> Vision and outcomes defined using review of existing frameworks, pledges, policy and business plans Communications Training and cultural change Capture examples of empowerment work, best practise and lessons learned Community of Practice to share knowledge, expertise and best practice with peer support Improved use of data for decision making (starting with LIFT – Low income families tracker) Working with HDRC to embed best practice research to evidence impact 	<ul style="list-style-type: none"> Cross Dept. Steering group meets regularly to share updates, identify collaboration and review progress Community of Practice set up with officers from across the Local Authority Training provided in ABCD to over 90 staff and local stakeholder practitioners 6 monthly report on progress shared with LCP and stakeholders Monthly meetings between Community builders and Members Updates provided to CMT; Team Plymouth; LCP Initiated 2 projects using the LIFT platform HDRC supporting range of internal and external projects – including a VCSE prioritisation process 	<ul style="list-style-type: none"> Case examples of good practice continue to be shared across CMT/SMT/Team Plymouth Continue to support ABCD community of practice Develop improved data capture and sharing of Appreciative Enquiry stories as part of Community Builder approach Development of case study using the LIFT data and leading other targeted campaigns in partnership Exploration of new data collection methodologies Work with HROD to support more inclusive recruitment practices Support development of social value in procurement Ongoing work with HDRC to develop research capacity to support best practice community engagement Using ABCD approach as part of Early Help intervention/Family Hubs work with Children's Social Care 	Zoe Sydenham
Development of Engagement	<ul style="list-style-type: none"> Engagement supports delivery of empowered residents, communities and businesses Longer term the aim is to share and devolve power, 	<ul style="list-style-type: none"> Management of the Community Builder Programme, providing link between strategic priorities and communities of geography/interest 	<ul style="list-style-type: none"> 13 CBs in post – evaluation of programme complete with a report produced and presented to LCP 	<ul style="list-style-type: none"> Review of CB priorities for 25/26 and ongoing programme management support Development of improved asset mapping with CBs to 	Caroline Marr Debbie Burton

	<p>through existing democratic processes, to enable local communities to engage with decision makers</p>	<ul style="list-style-type: none"> • Best practice staff ‘Guide to engagement’ 	<ul style="list-style-type: none"> • Reviewed and drafted engagement framework, with design team. • VCS/SE network meets monthly • Finalise the 2025 Our Commitment to Equality and Diversity statutory annual EDI report • Development of 25/26 EDI Action Plan • Support community of practice for citywide engagement practitioners • Ongoing work with Changing Futures to support trauma informed practice and engagement of people with lived experience 	<p>act as a resource for use by PCC and wider stakeholders</p> <ul style="list-style-type: none"> • Ongoing management of the CB programme, monitoring, evaluation and development • Ongoing support to ensure CB insights and relationships can support and inform PCC deliverables • Develop and produce an engagement toolkit to encourage best practice within the organisation. • Enhance the skills of members to develop their role through learning and development opportunities. • Work with Changing Futures to embed learning in final year of project 	
<p>Informal Volunteering and Formal Volunteering</p>	<ul style="list-style-type: none"> • Increasing the number of people who take action within communities of geography or interest to support an empowered community • Supporting the creation of conditions needed for community/mutual aid groups to flourish • The Council as an employer recognises the contributions of volunteering 	<ul style="list-style-type: none"> • Increased networks of mutual aid and community groups • Increased opportunities for citizens to take action • Deliver the Plymouth Good Neighbours Scheme (GNVS) • Understand the Local Authority’s requirements for volunteers and support best practice, resources and training • Implement the Council’s volunteering policy for employees • Work with directorates and wider stakeholders to encourage high quality 	<ul style="list-style-type: none"> • Ongoing delivery of GNVS secured funding until April 2026 • Worked with On Course South West to develop free training course for new volunteers • Deliver a well attended monthly citywide community of practice for volunteer coordinators • Piloting digital volunteers scheme in partnership with Changing Futures • Supporting engagement of volunteers with lived experience • Delivered annual celebration event for volunteers and 	<ul style="list-style-type: none"> • Build capacity of GNVS to support a maximum of 50 residents, supported by Adult Social Care • Continue to support and develop PCC volunteering offer including libraries, events, The Box, NMP, Green Communities • Support PCC employees to take up volunteering • Ongoing support for citywide best practice working with VCSE and other community groups • Develop digital inclusion offer, taking learning from Digital volunteers pilot 	<p>Neil Minion</p>

		volunteering within the boundaries of the City	supported Ageing Well Volunteer Fair <ul style="list-style-type: none"> • Advise on best practice and capture data on PCC volunteer programmes 	<ul style="list-style-type: none"> • Support Community Builders to build community led volunteering initiatives 	
Empowerment through the Voluntary and community, Co-operative and Social Enterprise Sectors	<p>Creating the conditions for VCS/SE and Co-ops to empower citizens by:</p> <ul style="list-style-type: none"> • developing VCS/SE and Co-ops capacity • Building better understanding of the VCS/SE and Co-ops amongst PCC staff and stakeholders • Improving our service design by working with VCS/SE and Co-ops as suppliers and through their relationships with users and communities • Maintaining mechanisms to facilitate their innovation and autonomous delivery of services • Supporting the development of Wellbeing and Family Hubs networks 	<ul style="list-style-type: none"> • Sector strategy mapping and providing intelligence and data to support needs analysis and including partner management with support organisations • Training materials about these sectors and their ability to socially innovate • Bringing together cross sector collaborations for social innovation • Co-production and design initiatives for delivery of services by the Council and externally • Update and promotion of POD • Network support to PCC VCS/SE and Co-op suppliers • Business Relationship Programme with key VCS/SE organisations and Co-ops 	<ul style="list-style-type: none"> • POD updated with Covid response, pharmacy, shopping, mental health information • Creating new tenancies through Community Asset Transfer and Meanwhile Use • Supporting social innovation in Food Security, developing Food Coops, Social supermarkets and Bridge Collective • Development of the Wellbeing Hub Network to 9 sites • Completed PCC response to Civil Society Covenant consultation • Ongoing advice and support to grassroots through POP 	<ul style="list-style-type: none"> • Continue to share best practice examples of co-design and delivery • Raise visibility of the WB Hub network and its impact and support collaboration with Family Hub Network and Health and Social care partners • Grow WB Hub network to 11 sites in 2025 and identify approach for satellite sites • Continue to lead VSCE monthly network meetings • Support use of co-production commissioning toolkit • Ongoing support for Community Asset Transfers • Ongoing commissioning of POP grassroots infrastructure support 	Zoe Sydenham Anna Peachey

<p>Enabling Community Resilience</p>	<ul style="list-style-type: none"> • Ensuring that community resilience activity addresses the latest priorities through regular reviews • Improving resilience in communities to address their priority needs e.g. support people to improve their wellbeing, tackle the climate emergency, improve equality of opportunity • Providing targeted support to communities that need it • Empowering communities to tackle the causes of poverty and exclusion through support such as co-operative development and mutual aid • Supporting the Digital Plan themes, in particular to create Digital Communities • High quality, accessible public natural spaces for recreation, sports, access to nature for HWB -particularly in deprived areas where less access to private outdoor space 	<ul style="list-style-type: none"> • Build community profiles • Build priority framework • Map Council activities in relation to priorities e.g. Financial Security, Food Insecurity, Digital Inclusion, Climate Emergency, Fuel poverty, Natural Infrastructure • Coordinate effective delivery of the Household Support Fund 	<ul style="list-style-type: none"> • Current priorities are food insecurity, unemployment, financial insecurity, digital inclusion, skills, wellbeing and mental health and climate emergency • Delivery of commissioned programmes: <ul style="list-style-type: none"> Income maximisation – Citizens Advice Food Security – Food Plymouth, Four Greens, Food is Fun, Tamar Grow Local Community Builder programme use of Appreciative Inquiry to support key priorities Plan for Nature consultation in progress HSF6 in progress to end March 2025 awaiting outcome of next round 	<ul style="list-style-type: none"> • Support development of Building Bridges to Opportunity framework • Maximise role of Community Builders as ‘bridge’ between residents and services and community led initiatives • Work with Citizens Advice to develop targeted approach to income max through use of LIFT • Working with Food Plymouth to develop sustainable approaches to food insecurity; • Food Co-operatives – sustainable food provision • Implement and learn from Sport England Pathfinder with Active Devon – maximising physical activity in CYP • Implementation of Plan for Nature and NMP • Deliver HSF7 	<p>Zoe Sydenham Debbie Burton</p>
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