



To: Coventry Health and Wellbeing Board

Date: 10th November 2014

From: Coventry Law Centre and Grapevine

Subject: Early Action Neighbourhood Fund

1 Purpose

The purpose of this report is

- To inform the Health and Wellbeing Board about the bid by Coventry Law Centre to the Early Action Neighbourhood Fund
- To seek the Board's support for the bid and its willingness to act as part of the project's governance

2 Recommendations

It is recommended that the Coventry Health and Wellbeing Board:

- Supports the bid being made to the Early Action Neighbourhood Fund and
- Approves the proposal for project governance – including its own role in that
- Supports the proposed involvement of the Chair of the Health and Wellbeing Board in the assessment visit by the funders.

3 Information/Background

Coventry Law Centre was invited to bid to this fund as one of 12 organisations nationally – it is a closed fund. The fund has been established by group of independent funders looking to support work that promotes early action – 'building a fence at the top of the cliff instead of running ambulances at the bottom.'

They have put together a pot of £6m and will eventually select 3 organisations to fund for 5 years – with the potential of a further 5 years' funding if the project is demonstrating results.

The funders say:

The object of this work

The overarching objective of this programme is to prevent need and build readiness in communities. We recognise the importance and value of acute services but believe that acting

earlier to prevent problems arising rather than waiting to deal with the consequences not only improves lives but saves money and contributes to growth.

We believe that leaders from every sector agree with this diagnosis but lack the resource, capacity and structures to initiate the shift. We are therefore developing a programme of funding and support for selected local area partnerships. These would be led by the voluntary sector but the close involvement and support of the statutory sector is essential.

This programme aims to show that with the right support and some extra resource, local voluntary and statutory agencies can develop and then implement plans to change structures, strategies, systems and skills so that early action is embedded in future delivery. Although we are approaching voluntary sector organisations to lead local partnership working, the role of the local statutory sector (local authority, education, health, and / or police etc.) will necessarily be a crucial component of this work.

Crucially funding will not support a mere add-on to existing provision; the funding should catalyse change in how existing services are planned, funded and delivered so that they intervene earlier, such that when the funding comes to an end the changes are sustained and are propagated throughout local services of all kinds.

Our proposal

Coventry Law Centre has been working in partnership with Grapevine on two projects – one involving Young Migrants, and the other working with Troubled Families. We have taken the learning and approaches from these and will submit a proposal with Grapevine as our main partner, but with involvement and commitment from Coventry City Council, the CCG and from Whitefriars Housing.

We want to make Coventry an Early Action City – one where services are enabling not problem-focused; they work at getting it right first time and tackling root causes. Individuals and the state share a positive mind-set: building strengths, taking opportunity and forestalling crisis.

Our project is called IGNITE. It uses a radical reworking of legal advice methods, blended with community development approaches to:

1. grow legal capability in people who impact on services most - those with entrenched need and recurring crises - increasing their knowledge, confidence and skills to deal effectively with everyday law-related issues
2. build the web of individual, family and community relationships they need to move forward into stable futures, costing less and contributing more

IGNITE will be active in two of Coventry's most disadvantaged neighbourhoods: 'Igniters' will immerse themselves in the neighbourhood and encourage people to come to them before public services. In this way, we'll disrupt existing patterns of behaviour and change how people and services respond to a problem.

We will operate two 'Pathfinder service changes': one will be selected to support an aspect of the transformation programme within the People Directorate; the other will be with Whitefriars Housing, supporting the redesign of their 'patch based' housing management service.

Our evaluation and practice development teams will unearth the distinctive and valuable principles and components of practice, and co-design systems to accommodate them: understanding what needs to shift in commissioning/procurement practice; what dilemmas/trade-offs arise, e.g. in safeguarding; what needs to be learnt and unlearnt by the workforce.

To maximise impact, Coventry Law Centre and Grapevine will establish a Centre for Early Action and Resilience. This approach has been actively supported by Coventry City Council which has provisionally committed resource to the Centre. The IGNITE project will form the core activity of the Centre and will benefit from strong leadership and strategic support from Sue Bent of Coventry Law Centre and Clare Wightman from Grapevine.

IGNITE will help shift thinking and practice - placing value on the skills needed to build community capabilities and good relationships: recognising these are key to offering individuals protection in times of trouble and that they provide gateways to sustainable, non-service, no-cost solutions. Services will be redesigned to operate in simple ways, straddling cultural and social boundaries. Their culture will expect interventions to be right first time and to tackle root causes of difficulty. Our aim is that public services will feel the financial benefits: spending on preventable need will reduce.

Governance

Governance arrangements must enable Ignite to have influence and drive at all levels within public services and communities if it is to achieve significant shifts across structures, systems, services, skills and cultures.

Inspired by the NHS Change Day social mobilisation methodology we envisage a ‘dual system’ in which a hierarchical structure sits alongside a guiding coalition: a ‘network’ built on volunteerism, personal enthusiasm and commitment

In line with the methodology, the Ignite project’s ‘guiding coalition’ will be a network of people at all levels who personally commit to Ignite because of their enthusiasm for its values and vision. A diverse group like this offers a powerful combination of new resources, insights, knowledge and above all contacts and relationships that fuel the capacity of Ignite to create change.

The guiding coalition will in turn invite many more people throughout the public service and community systems into Ignite inspired/related change-making because it’s what they believe in.



Our second ‘operating system’ is the hierarchical structure. We will establish a Project Board for the Ignite Project. It will report to the newly established Active Citizens Strong Communities Group, which in turn will report to the Health and Wellbeing Board.

The project will also have a reporting line into the Local Public Service Board.

It is proposed that the Health and Well Being Board will receive reports and recommendations direct from Ignite to help us to catalyse the changes we’ve described

The involvement of the Health and Wellbeing Board will support the strategic change to structures, services and cultures to be adopted and hold Directorate heads and service leaders to account.

Funder assessment visit

The funders are conducting a visit as part of the assessment of our proposal we would like to

request the involvement of the Chair of the Health and Wellbeing Board in the visit. The draft timetable for the visit is attached as an Appendix.

Report Author(s):

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Enquiries should be directed to the above person.

Appendix

Plan for the Funder Visit

EANF Funder Visit 12 November 2014

Representatives of the funders

Clare Kiely, Sue Cook, Gilly Green – Comic Relief
Debbie Pippard – Barrow Cadbury

9.30am About Coventry Law Centre

Introduction to Law Centre – Sue Bent and Prof Harinder Bahra (Chair of CLC)
Our partnership work with Grapevine – Sue Bent and Clare Wightman (CEO Grapevine)
The Willenhall Model: our work with troubled families – Anne White (Law Centre) and Claire Nash (Grapevine)

10.15am About Coventry – members of Local Public Service Board

The city – where it's at, what it's challenges are, what it's plans are
Why this EANF project is something they and their organisations support

Martin Reeves, Chief Executive, Coventry City Council

Juliet Hancox, Chief Operating Officer, Coventry CCG

Kevin Rodgers, Deputy Chief Executive and Executive Director Finance and Resources WM Housing Group

10.45am The Project and the Theory of Change

How will the project operate on the ground – Clare and Sue
Management and structure within the Law Centre - Sue
Theory of Change – Sue and Clare

11.15am Meet some members of the Project Board

How does the project align with their agenda?

Jane Moore – Director of Public Health, Coventry City Council

Jenni Venn – Assistant Director of Policy, Chief Executives Directorate, Coventry City Council

The pathfinders – what are they – Clare and Sue

Sara Roach – Deputy Director Strategy and Communities, People Directorate, Coventry City Council

Carmel McCarthy – Director of Housing and Neighbourhood Services, Whitefriars Housing

Rachel Hobbs – Programme Director, WMHousing Group – Leading on J2e

12.00 Visit Willenhall

Jane Moffat - Manager Middle Ride Children's Centre

Midwife or Health visitor

Baseline information – characteristics of Willenhall and information about other local services
0-5s Early Intervention Project

LUNCH

1.30 pm Visit Bell Green

Karen Ritchie – Manager Bell Green Children's Centre

Bal Basi – Area Services Manager, Whitefriars Housing

Baseline information – characteristics of Bell Green and information about other local services

2.30pm Back at the Law Centre

System change

About Snook and their role in the project – Valerie Carr, Snook

About The Foundation for Families and their role in the project -

How we will achieve system change – Sue, Clare, Valerie

Measurement

Baseline data and how we will measure impact - Helen Shankster, Insight Team, Coventry City Council

Assessment of change within families/individuals - Sue and Clare

Assessment of change within communities – Valerie

3.30pm Meet elected members

Cllr Ann Lucas, Leader Coventry City Council

Cllr Alison Gingell, Cabinet Member (Health and Adult Services) and Chair Health and Well-Being Board

Cllr Faye Abbott, Cabinet Member (Community Development, Co-operatives and Social Enterprise)

4pm Finish