

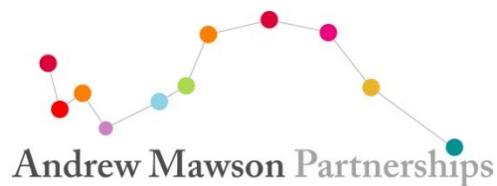
WELL NORTH RAPID REVIEW

FINAL REPORT

September 2015



Public Health
England



bromley by bow centre

Contents

	Page
▪ Introduction	3
▪ Executive Summary	4
▪ What is Well North?	5
▪ What is Well North seeking to achieve?	6
▪ Terms of Reference for the Well North Rapid Review	7
▪ Review Methodology	8
▪ Professor Aidan Halligan's Legacy	9
▪ Rapid Review Questions and Responses	10
▪ List of documents reviewed	22
▪ Review Team background	23

Introduction

This report was commissioned by Public Health England and the task was to provide a quick analysis of the Well North programme over a short period of time from July to September 2015. The terms of reference were carefully set in order to ensure a sufficiently robust report, but not an in-depth analysis of every aspect of a complex programme. We were also asked to keep our conclusions concise and focused, hence the style of this report.

I am grateful for the excellent support that I and my team have received from Duncan Selbie, Samantha Tunney, Rupert Suckling and all of the Well North colleagues, in both the core hub and the spokes. We were provided with excellent assistance by everyone we met and made to feel very welcome. It is clear that these have been difficult months for everyone involved in Well North and it is to their credit that so much excellent work is happening already.

My overwhelming sense of Well North is of a programme that is full of extraordinary potential. No one is in any doubt that it is seeking to address some of the most deep-seated challenges that face some of the most deprived and challenged communities in the country. It is my conclusion that the task is achievable if the Well North programme can tap into the inherent leadership capability of local people living in these communities. And in doing so, connect them with a real sense of social entrepreneurship and the idea that their future, and that of their communities, might be in their own hands.

Over many years I have seen this happen in communities across the country that had been written off as hopeless. I truly believe Well North has the capacity to effect transformative change, perhaps even in face of cynicism and doubt.

As the son of a Yorkshire milkman, and as someone who grew up in Bradford and worked as a GPO engineer for many years, I have a deep sense of the challenges that the Well North communities face. I also have a deep sense of the resilience and enterprising nature of northerners and how people can respond to honest and straightforward ideas. In commending this report to you, I would suggest the key to success may lie in our ability to trust the very people we seek to serve.

Lord Andrew Mawson

Executive Summary

- The key messages from our Rapid Review of the Well North programme are encouraging. It is clear that Aidan Halligan's original vision for the project has been strongly adopted, but it is now time to move on and build upon the foundation stones that have been laid. There is a need to develop this initial work of setting up the hub and the first spokes in Sefton, Doncaster and Oldham so that the project takes root and does not lose momentum, but builds upon what has been achieved to date. Well North needs to ensure that its projects are not experienced as being “done to” by local residents, but genuinely grows from the 'inside out' and from the aspirations and plans of local people in local communities. It will also be important that skills, experience and practical knowledge are available, so that local people are enabled to succeed and develop new opportunities in what are challenging communities.
- Whilst identifying and supporting local people to take leadership roles, we also need to ensure that there is local infrastructure; including the Community Voluntary Sector, that is able to actually deliver real practical outcomes that inspire local communities to do more. If empowering local communities is to be meaningful this will probably entail a shift of resources away from the public sector in terms of front line delivery of some services, and a strengthening of the hands of local people who want to take more responsibility for the health of both themselves and their community.
- A step change in the project might mean an encouragement to future pilots/spokes to look at opportunities for growth and development rather than a focus solely on need. Everyone has a role to play in public health, and it will be important moving forward for Well North to embrace the business and enterprise sectors, which may have a great deal to bring to the programme and may help generate more sustainable models moving forward that are not solely dependent on the public sector and its prevailing culture. It will be important to cultivate a practical, rather than theoretical culture, a “learning by doing” approach as the project moves forward. This culture should encourage self help and personal responsibility and ownership of the issues. It also will be important to focus on a programme of practical action, whose impact is well researched, rather than a research programme that includes some practical action.
- Well North moving forward should seek to generate an outwardly facing ethos. It should develop a wide range of practical partnerships and maximise opportunities via the Devo Manc, Northern Powerhouse and other initiatives, looking for opportunities to grow both the impact and scale of its work across the north of England.

What is Well North?

- 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.
- It was created to test and pilot a set of linked interventions to improve the health of the poorest fastest, in some of the most deprived areas of the North of England.
- It is overseen by the Well North Board, chaired by Duncan Selbie (Chief Executive of Public Health England) and it seeks to reach and engage with people and work with them to identify holistic solutions for themselves, their families and communities.
- The aim is to improve their health, bring the health system and economic growth priorities into closer alignment and to build a best practice framework which can be replicated and delivered across the North of England.
- The concept of Well North was very much driven by the vision of the late Professor Aidan Halligan and centred on what good care and support would look like from a whole person, whole family and community perspective. Aidan developed a methodology comprising a number of discrete but connected 'activities' which, when linked, aim to support system change; but with the person at the heart of the design, and their voice being heard throughout.

What is Well North seeking to achieve?

“The Well North programme seeks to enable a move from a high cost biomedical model. Interventions must be built on developing community based programmes, which enable empowerment, control and self-determination.”

The Mission is to develop, test and pilot a set of linked interventions:

- Addressing inequality by improving the health of the poorest fastest
- Reducing levels of worklessness; a cause and effect of poor health
- Increase individual, family and community resilience
- With the aim of reducing premature mortality

The key challenge can be seen in a man called “Dennis”....

“Dennis is a 50 year old man who never goes to his GP. He thinks “doctors are for women and kids”. He lost his job six months ago. He is overweight, smokes and takes no exercise. He could have undiagnosed hypertension, diabetes, high cholesterol and is heading for a heart attack or COPD. Dennis is about to cost the health and care system a lot of money but no-one knows this as he has never been in contact with the NHS. Dennis needs to be found in time....”

Terms of Reference for the Well North Rapid Review

With the sad passing of Professor Aidan Halligan and the loss of his energy, vision and relationships, PHE sought the support of the Well North Board to undertake a rapid review of the direction and approach of the Well North programme whilst it remains in its infancy. The following terms of reference were established:

There is an opportunity to review how the programme should progress, building on the learning and reflections to date and from those with expertise in and experience of leading community based entrepreneurship, particularly in the health space. The rapid review process should:

- *Review the development of the Programme to date and identify any gaps in vision, methodology and governance*
- *Consider the existing pilots and review the approach taken, assessing and evaluating likely success and those of planned interventions to delivering the aims of the Programme*
- *Identify opportunities for enhancing the role and prevalence of social entrepreneurship and genuine community engagement*
- *Assess the skills, capacity and capability available to Well North*
- *Consider the most appropriate approach to agreeing future phases and their potential timing*
- *Suggest opportunities to decommission some elements of the project e.g. activities that may not be clinically sound, timely or financially viable*
- *Assess further opportunities for leveraging greater resources from both the statutory sector and from private sector partnerships and with this the link to the Health and Work agenda*
- *Provide recommendations for how the leadership of Well North can now be taken forward*

The review will be undertaken between July and September 2015 and will report to the Well North Board through the PHE Chief Executive.

Review Methodology

- The approach taken by the Rapid Review team was to look at the overall shape and approach of Well North and to focus on addressing the list of issues set out in the terms of reference.
- The review has sought to get an overall feel - “take the temperature” - rather than carry out an in-depth analysis of every initiative and intervention. We have not provided a revised Project Implementation Plan as the programme is still too fluid, and it is not clear how useful such a document is in practice. A focused business plan with key dates, milestones, integrating the finance might be more useful. We have not carried out a detailed analysis of the Well North budget.
- Our methodology was simple; to meet with and listen to the key individuals, wherever possible look at the “work on the ground” and review all the relevant information.
- We had a meeting with the Executive Board on 9th July. On the 29th July and 21st August we visited each of the three pilots, and met key partners accompanied by the hub team. This proved very helpful in understanding the key drivers of Well North, the commitment and capabilities of staff in both the hub and spokes and the commitment of partner organisations, as well the local contexts. Needless to say, given the speed and urgency of the review, and the fact it happened over the peak summer holiday months, we were not able to meet all the partners as fully as we would have liked.
- We then had a number of follow up conversations and discussions, including with spoke and hub teams (collectively and some individual meetings), officers from PHE and Sam Tunney, the Programme Director. Sam has been immensely helpful and supportive of our work and facilitated open and constructive dialogue across the hub and spoke teams.
- We issued a draft of our final report and recommendations to both PHE and Sam Tunney for comment, before sending a final version to PHE.

Professor Aidan Halligan's Legacy

It is very clear that Professor Aidan Halligan was the driving force behind the concept of Well North and that he had inspired everyone involved with the programme. There is a consistent theme that has emerged from all of our discussions which focuses on Aidan's ability to inspire those around him and create a very strong positive energy to effect positive change in the lives of people living in some of the most deprived communities in the North of England.

It is also clear that Aidan's sad and unexpected passing has left a real sense of loss in the team and an uncertainty for many people involved in the Well North programme as to how his legacy can be fulfilled without his over-arching leadership. Our conversations suggest that his role was much more significant than simply as a visionary. He was strongly connected to the founding principles of the programme (and indeed was the architect of it), but he also had a critical role at the heart of driving it forward and providing leadership.

His role was all the more important because of the scale of ambition of Well North and the potential for its replication and the transformative effect it could have across the country. It's a bold programme with a big budget and challenging targets. But, as such, it is also open to scrutiny and criticism and Aidan had a key role in ensuring that the programme not only delivered its ambition, but was also understood and supported at a national level. He was the founder, driver and defender of Well North. The sense of loss that we have encountered suggests that Aidan's personality and inspiration were absolutely critical in creating and developing Well North to this point. Almost disproportionately so, compared to other large scale public health initiatives and that it has been a very difficult transition to take the project forward without his supportive and challenging presence.

Aidan had done his work well. The extent that people have kept faith with his vision is extraordinary; across staff in the hub, the pilots and wider partners. The challenge now is to honour this legacy, but also to find a way to move Well North forward dynamically, but without shackling the programme to a set of assumptions that would have inevitably shifted many times, as the programme moves into its operational phase and the team starts to "learn by doing". Sam Tunney has had a very challenging task as Programme Director. She has a passion for Well North and communicates its purpose with clarity and energy. In Aidan's absence, she has formed an effective team, which has enabled the programme to progress. Sam is supportive of a process of evolving the programme and supports the need to enhance the team with skills, talents and experience in innovation, social entrepreneurship and business.

Response to Well North Questions

- 1 Review the development of the programme to date and identify any gaps in vision, methodology and governance and the degree to which the original vision and mission of the programme is reflected in the current and planned implementation methodology, processes and procedures.

The aims and methodology of the Well North programme, as set out by Professor Aidan Halligan is well understood and has broad buy-in and is well reflected in the initial three pilot spoke areas. This became apparent during the site visits undertaken by us and our discussions with the spoke team representatives and local leaders. However, the current overall programme is focused on nine spoke sites with, broadly speaking, relatively small communities of 5000+ households and it is not clear if this will necessarily result in a sufficiently large 'step change' by creating models that will address public health approaches on a macro scale.

It is clear that the development of the programme to date has been mindful of these issues of sustainability, scale and replication from the outset; and specifically aims to generate learning on this important aspect. The application and diagnostic processes for new spoke sites does take into account issues of scale and sustainability and the research and evaluation work is also closely aligned with this purpose. It is also assisted by the breadth of the research by stakeholders and this will undoubtedly be helpful in achieving this goal.

However, it is important in moving forward to ensure that there is a practical and ground-level understanding (as well as a theoretical understanding) of the what it might take to move very localised interventions onto a larger scale and the role of non-statutory agencies (including social enterprise and business) in achieving this. Set out below are some of the ways we might address some of these issues.

Response to Well North Questions

2 Consider the existing pilots and review the approach taken, assessing and evaluating likely success and those of planned interventions to delivering against the vision and mission of the programme

The spoke teams and local leaders in Sefton, Oldham, and Doncaster are clearly very engaged and committed and have embarked on some excellent work in developing the Well North methodology. There is a clear narrative and spirit of co-production. The local authorities are fully committed and providing excellent leadership, and together, the various players have taken some interesting approaches within the agreed methodology.

Oldham and Doncaster have identified their area of focus, carried out their 'hot spot analysis' and have embarked on their 'Familiar Stranger' methodology using 'Appreciative Inquiry' and their market research processes are well underway.

Sefton identified its area of focus quite early on and the Access Team component of the Hub undertook exploratory familiar strangers work, building on their clearly defined approach to hot spot analysis. Progress has perhaps been more challenging in Sefton, partly due to a rapidly changing landscape of delivery and the fact the local authority has to make very significant cuts in budgets and services. The exploratory nature of this early work led to uncertainty and a lack of buy-in. The evaluation has shown that looking afresh and using a diagnostic approach to defining the issue, has re-energised local partners and delivered a clearer focus of what is to be achieved.

Across the three spoke sites, there is strong and significant community, voluntary and faith sector involvement and good links to the local authority and the CCGs. In some cases it seems that the focus is perhaps (to a degree understandably) as much around retaining and maintaining existing provision, as it is around delivering something additional at this stage. But there is huge need, huge potential and huge ambition. The next step is the direct engagement and empowering of local residents into leadership roles and a shift from purely institutional leadership.

Response to Well North Questions

2 continued...

Consider the existing pilots and review the approach taken, assessing and evaluating likely success and those of planned interventions to delivering against the vision and mission of the programme

Looking at how the local NHS, across all its guises, both community and hospital based, finds ways to engage with and fund preventative community run services is recognized as being a crucial element. We understand that discussions on how this is achieved have recently commenced.

There is an understandable reluctance by the spoke delivery teams to set up another 'short term grant programme' which is not sustainable, but on the other hand if significant activity is not funded, will this process deliver real change?

Whilst recognising that Well North is a person-centric initiative and is charged with finding and helping those less visible from within existing services, it will be interesting to see the degree to which the process engages with local people in finding Caristas (Champions) outside of the 'usual suspects' (eg engaging with single men as well as local mums) and to what extent people are then able to remain engaged and have sufficient time, energy, skill and confidence to play a leadership role.

We recognise that this is a key component of the Appreciative Inquiry stage, which is only just beginning and we cannot say that this will be the case, but this should be flagged as a potential risk factor in securing the best outcomes of Well North.

Response to Well North Questions

3 Identify opportunities for enhancing the role and prevalence of social entrepreneurship and genuine community engagement

These are more fully explored in section 5.

The ambition of Well North requires innovation on a grand scale. There is therefore considerable scope for a visits programme for spoke sites to look at relevant projects elsewhere in the UK and share learning and experiences that might make a useful addition to the programme. Professor Halligan recognised the importance of this and hub team members have been to view a number of projects and this learning features clearly in the programme. This has scope to expand.

As well as staff from within both the spoke and hub teams, such a visit programme must involve local residents who have been identified as Caristas (Champions) within the Appreciative Inquiry process. We note that it is planned that the Scientific Advisory Groups will involve members of the community to ensure public involvement and a truly participatory approach to the research.

There is a draft philanthropic and funding strategy being developed which identifies the importance of building on opportunities of working with philanthropists and seeking grants, such as that from the Oglesby Foundation, in supporting the programme. Again, this needs to be expanded upon and incorporated into a fresh business plan , with a focus on enterprise as much as philanthropy.

Response to Well North Questions

4 Assess the skills, capacity and capability available to Well North

Within both the hub and spoke teams, there is an excellent set of skills, capacity and capability which ensures firm foundations for the Programme. Professor Halligan's vision was to create a Well North "movement". This involves a change of hearts and minds and is a big task that shouldn't be underestimated. The hub team, has a range of skills and experience in supporting small businesses and social enterprises and in enabling traditional statutory services to be reconstituted into CICs, mutuals and social enterprises. Much of this expertise currently lies within the VSNW and these skills were specifically sought out for the Executive Board and included key social entrepreneurial skills. The membership was kept fluid so as to allow for growth in these skill areas and there seems to be a need to ensure the balance toward practical 'close-to-the-ground' leadership in this area is strengthened further.

As the initiative evolves and begins to deliver, there is a risk that the current skills and capacity of the hub is too narrowly based and focused on people with a local authority and NHS background. We get a strong 'professional' feel to the staffing within the initiative, as opposed to an 'activist' or 'community' feel amongst the key players, although we recognize (to an extent) this is provided through the current Executive Board, and is part of the strategy for developing Board membership.

We believe there is also a clear need for more engagement with people with a private sector background, and perhaps with a marketing/sales/PR perspective. Our contention is that those who already provide some of these relationships (particularly from those representing the not-for-profit sector) would have their roles strengthened by a stronger emphasis on community entrepreneurship. Improved links with new private sector partners would create win:wins for Well North and the VSNW as positive collaboration will extend beyond the parameters of the WN programme into other initiatives that are operating in communities in the north of England. These questions are particularly pressing given that tackling unemployment is a key aim of Well North. Each spoke area has a wealth of potential business partnerships within their locale that will play a key role and harnessing this talent will be key to growth.

Response to Well North Questions

5 Consider the most appropriate approach to agreeing future phases and their potential timing

We agree with the development of a diagnostic approach for each spoke area and the engagement of the Well North Board in investigating these diagnostics through a specially convened panel. But this work must also be imbued with strong practitioner and community input and it would be our hope that the practical skills and experience gained by community members in the first of the pilot areas could be utilized in the selection processes of future sites.

In addition, we would suggest that future Spoke sites have additional criteria requirements as follows:

- Identify and define the role of a 'community anchor' organisation in each of the pilots
- Enhance the role of existing local partners already embedded in the local community
- Elevate the potential role of local businesses, entrepreneurs, housing providers and local training and job-finding services who are actively involved from the outset
- Show evidence of a clear plan and methodology for the best and most effective utilisation of the agreed budget, including the match component, based on what's best for the area
- Outline the possible impacts and outcomes expected from their proposals - while understanding that the initiative is iterative
- Have better clarity around how the first phase of work will be delivered. Does this involve a plurality of delivery or is it largely delivered by statutory agencies?

The early evaluation from the three existing sites has confirmed that the additional criteria suggested would prove relevant and useful. In addition, existing sites have confirmed that it may be useful for the Hub team to facilitate, at an early stage, a 'whole system' workshop with new sites when local stakeholders can fully explore their proposition and opportunities for optimising engagement and innovation in line with the suggested criteria.

Response to Well North Questions

- 6 Suggest opportunities to decommission some elements of the project e.g. activities that may not be clinically sound, timely , financially viable, or consistent with the core vision and mission of the project

Whilst understanding the nature of Professor Halligan's vision in developing Well North, we suggest considering doing something very different with the last three spoke sites, possibly looking to private sector or community sector led initiatives, which would not necessarily be so geographically focused. (Section 7 below explains more).

We are aware that there is a list of potential collaborators who are currently developing their propositions for phase 3 who may be disappointed and this will need to be handled carefully. We recognise that this suggestion may impact on the number and range of staff required in the hub team to support the evolution of the approach and we foresee the need for at least one key role with a focus on engagement with the private sector in practical projects.

Response to Well North Questions

7 Assess further opportunities for leveraging greater resources from both the statutory, private, and social sectors, and with this the link to the Health and Work agenda.

Explore emerging opportunities and synergies in relation to the “Devo Manc” agenda and the place-based public health agreement under development.

We believe that there is potential to show greater ambition in Well North’s approach and to more fully tap into the intellect and talent we saw in our visits to the spoke sites and which exists across the Well North footprint.

We suggest bringing together top talent from advertising and communication agencies; a broad range of successful business entrepreneurs; plus innovators and entrepreneurs from the top universities and health and social care bodies. This obviously builds on some strong existing relationships that have been developed by Sam Tunney and the Well North team. But we think there are significant untapped strands of entrepreneurship that could be activated and deployed to the benefit of the programme.

The model for future phases of the programme should be informed by the learning from previous phases and this should be allowed to impact on the methodological approaches in relation to the external evaluation, ie it may need to flex.

The umbrella of the Northern Powerhouse offers Well North the opportunity to develop additionality through the development of different funding models that incentivise local drivers which could help individuals to be healthy, e.g. looking at adapting emerging concepts such as peer to peer insurance. As spoke sites start to deliver outcomes, we believe the sites need to be supported to sustain, grow and replicate these outcomes via social investment models.

Response to Well North Questions

7

Cont...

Assess further opportunities for leveraging greater resources from both the statutory, private, and social sectors, and with this the link to the Health and Work agenda.

Explore emerging opportunities and synergies in relation to the “Devo Manc” agenda and the place-based public health agreement under development.

If the initiative seeks to address the problems and issues of individuals, we believe a range of approaches are required to seek to change behaviours and social norms. We recognise that the work within Devo Manc could be informed through the work of Well North and vice-versa. Devo Manc provides an opportunity to collaborate on the worklessness theme of Well North building on their thinking of blending regeneration, policing, training and health funds to create practical incentives and programmes involving the private and community sector which would deliver a step change in approach.

Well Oldham provides an opportunity to trial and test Devo Manc ideas in relation to this theme. It will be important to ensure that Well Oldham creates ideas to support this work. As further City Regions express interest in Health and Social Care Devolution, there is significant opportunity for Well North to inform developments and provide a powerful, evidence based voice in terms of integration of services at a local level and the consequent replication.

With the agreement of the Spoke sites – we propose a series of bespoke workshop meetings, linked to the expectation of regular joint hub and spoke learning workshops, to generate best practice ideas and as a source of resource findings.

Response to Well North Questions

8

Provide recommendations for how the leadership of Well North can now be taken forward.

Review the Well North Hub and make recommendations for its continuation, enhancements or alternative approaches.

Sam Tunney is an excellent Programme Director. She has a passion for Well North and communicates its purpose with clarity and energy. She has great skill and experience in harnessing the talents across the initiative, and there is clear evidence that whilst Professor Halligan was the visionary, she was integral to leading the programme and translating the vision into action. In his absence, she has formed an effective team, which has enabled the programme to progress. She is supportive of a step change, to take the programme to the next level and supports the need to enhance the team with skills, talents and experience in innovation, social entrepreneurship and business. We recognise the need for continuity of leadership for the programme, and recommend that her role as overall executive officer lead be made clear.

Our view is that the leadership provided by both the Main Board and Executive Board is too cumbersome and, despite the early nature of the initiative, it is not clear they provide real support and leadership. It is here that Professor Aidan Halligan's absence is perhaps most noticeable. No one can replace him, but his energy, air coverage, networks, leadership, charisma and relationships, are missed. The role of the Board Chair and Board Members is important and not currently utilized to greatest effect.

To enable a more streamlined decision-making mechanism for the programme, we suggest the re-constitution of the Executive (Board) so that it becomes a group of no more than three or four people. They need to be empowered to make decisions in driving the initiative forward with vigour. This will not replace the autonomy of the lead officers of the spoke sites working with the Programme Director, but will result in decisions being faster paced. It has been stated very clearly in the evaluation of the programme to date, that the success of the programme rests on co-production, not being 'done to' the areas, and that skills of influence, facilitation, leadership and mutuality of respect, are key within both the Hub and the Spoke team relationship.

There is an important role for the existing wider Executive Board Members, but this should be focused through the Scientific Advisory Groups and a series of learning workshops, between spoke sites, as opposed to through a formal Board structure. We believe this would then lead to one formal Board, rather than the current arrangement, with the purpose of making key strategic choices and decisions in line with the normal functions of a board.

Response to Well North Questions

8

cont.

Provide recommendations for how the leadership of Well North can now be taken forward.

Review the Well North Hub and make recommendations for its continuation, enhancements or alternative approaches.

We also recommend that the composition of the Board should be reviewed and the membership agreed after consultation with the Programme Director and key stakeholders. We believe that papers and reports to the Board should in general be restricted to 3 or 4 pages of A4, as agreed at the first Board meeting.

We recommend that a wider group of partners, supporters and strategic organisations be engaged via specific events and workshops to, for example, create space to think creatively and problem solve complex issues (eg how to grow from spokes to larger geographies). This would build on the plans for the Scientific Advisory Groups which are currently being explored.

In terms of the research, the Programme Director, with support of the Executive group, should be empowered to make it happen. The need, which she clearly recognizes, is to make the research relevant to constituencies wider than public health. Whilst the research of the pilots and the effectiveness of their methodologies is important, it is acknowledged that the full research potential is something much wider. We endorse the work being undertaken by the Programme Director in gaining support for a wider collaboration and recommend a summit in the New Year to think through how research aligns with the programme. We believe that the research needs to come at the problem with a fresh, business and entrepreneurial perspective. We support the view that the University of Manchester takes a leading role. Professor Brian Cox, a key communicator to the wider public, is based at the University of Manchester and has expressed interest in such an approach. Professor Ian Greer, as Board Member, Dean of the University and Chair of NHSA, provides influence across academia which we recommend should be fully explored.

To date, the Well North Hub team has had to focus on laying foundations for the programme. We believe that a continued close relationship between the hub and spoke teams is important to ensure transplantation of learning across sites and beyond. Relationships of mutuality are essential. We recommend that a step change is needed to build on the emergent evidence from evaluating the programme to date, as this provides the foundations to move forward.

Response to Well North Questions

9

Based on the above, set out an outline revised implementation plan.

We recommend a refresh of the vision for Well North, so that it becomes a highly accessible and punchy communications piece. The Board has approved the communication strategy and a Well North website has been built, which provides the foundations for raising the profile of the programme. Putting the programme launch date back until the New Year provides an opportunity to launch this refreshed vision in the New Year.

We suggest that there needs to be a refreshed approach for each spoke area, to ensure there is a coherent plan with clear outcomes and milestones looking forward. The opportunity of the recently completed diagnostics work assists this process, but it would also benefit from an empowering of some of the key local players (some of who we met on our visits to Sefton, Oldham and Doncaster).

We recognise the iterative nature of the initiative and that the agreement with the phase 1 sites was to explore and find what the issues are before deciding and agreeing what to focus resources (capacity and spend) on. This was key to the methodology at the time. However, in phases 2 and 3, we recommend that a more bottom up approach is taken at the initial stages and that this is captured in the refreshed business plan. Flexibility will be required, but this refocus will provide important clarity on the role of local people in leadership and the need to bring in new funding sources that sit outside the public health and local authority spheres.

List of Documents Reviewed

- Committee Papers for Main and Executive Boards
- Minutes and agendas and Board Update Papers
- Outline communications strategy
- Website design brief
- Research strategy
- Site selection process
- Diagnostics from Sefton, Oldham and Doncaster
- PID Masterplan
- Well North Agreement
- Well North Executive Summary
- Well North Board and Executive Board Membership
- Biographies of Well North Hub Team
- Well North Philosophy Draft
- Role of Board(s) and Terms of Reference
- Biographies of Board members
- Paper to Oglesby Foundation to secure philanthropic donation
- VSNW Commission for support with engaging the sector
- Evaluation Findings report
- PHE MOU with GM (devolution)
- Due North and PHE responses
- Think Local, Act Personal
- Healthy Cities programme
- Health North
- NHTA Connected Cities – call for bids
- Scaling Paper
- Presentations and analysis from pilot areas, letters of intent and expression of interest
- Potential partner programmes

Review Team

The review team has a huge wealth of experience within the health and social care sector; the business and commercial sector; and the community, not-for-profit and social enterprise sectors. In 2013-14 the team was commissioned by Public Health England to look at how the private sector could be enabled to take a stronger role in public health programmes and at new models for delivering significant change in health outcomes in deprived communities.

The team has a strong social entrepreneurial approach and their work has been grounded in the delivery of practical programmes and enterprises; often in some of the most deprived and challenging parts of the country.

<p>Rob Trimble Chief Executive Bromley by Bow Centre</p> 	<p>Lord Andrew Mawson Director AMP</p> 	<p>Donald Findley Social Enterprise Innovations Lead AMP</p> 
<p>Rob has been CEO at the Bromley By Bow Centre for 13 years. He has led the organisation through a period of considerable growth and change and has been at the forefront of developing its holistic model and leadership culture. He is also a Partner in the GP Partnership; a Director of Allia, the social investment charity; and is Chair of Settle, a new charity focused on young care leavers.</p>	<p>Andrew is a serial social entrepreneur. He is best known for founding the Bromley by Bow Centre in East London, the Community Action Network (CAN), Poplar Harca (social housing company) and Leaside Regeneration. For many years Andrew has promoted East London via Water City CIC and sits as a Director on the London Legacy Development Corporation.</p>	<p>Donald has over 20 years experience of working in social enterprise start-ups; specialising in innovation, development, income generation and strong analytical approaches. Recent projects include a new business model for Blackheath Conservatoire and working in the Royal Docks Enterprise Zone to promote opportunities for local business and community enterprise.</p>

The review was conducted by organisations that have a history of delivering community regeneration, health-related programmes and “joining up the dots”

Andrew Mawson Partnerships was founded by Lord Mawson OBE, one of the UK’s leading social entrepreneurs. It acts an umbrella consultancy, growing a portfolio of regeneration projects in the public, private and social enterprise sectors. Andrew’s vision for building strong, vibrant communities, along with his integrity and charisma, has attracted many talented partners to the team with a wealth of practical experience. We believe in the unique gifts of every individual in the community and this is the secret to our success. It is the ‘people bit’ that matters and this is what civil servants and politicians often fail to understand. We engage government firmly but positively; focusing on bringing consistency to their multiplicity of approaches and initiatives.

<http://www.amawsonpartnerships.com/>

The **Bromley by Bow Centre** is an innovative community organisation in East London, working in one of the most deprived boroughs in the UK. Each week we support families, young people and adults of all ages to learn new skills, improve their health and wellbeing, find employment and develop the confidence to achieve their goals and transform their lives. At the core of the Centre’s thinking is our belief in people and their capacity to achieve amazing things. The Centre has been at the forefront of social innovation for thirty years and pioneered children’s centres, new approaches to primary care, social business incubation and social prescribing. It is regarded by many as the most worked up, comprehensive and effective response to the findings of the Marmot Review.

<http://www.bbcb.org.uk/>

