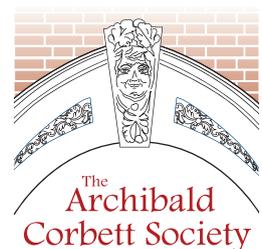




**Healthy
Lifestyles
and Employment
Opportunities for All**

Our Place Operational Plan

Community
teachspot

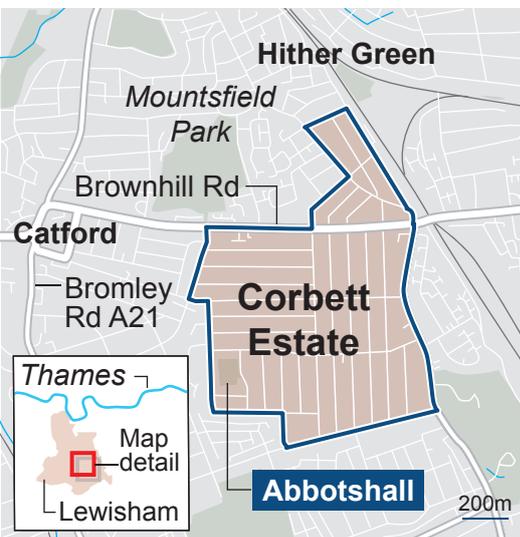


Introduction

Background and vision

The Our Place programme aims to give people more power over local services and budgets in their neighbourhoods, aligning these with all the other resources that the community can bring and to make sure that things work in the best way for local people.

The Our Place 'Healthy Lifestyles and Employment Opportunities for All' (HLEOA) is a joint initiative between Community Teachsport and The Archibald Corbett Society and has been inspired by the philanthropist and social housing pioneer Archibald Cameron Corbett who built the Corbett housing estate between 1896 and 1913 on 287 acres of farmland sold to him by the Earl of St Germans in what was then Hither Green ward in the London Borough of Lewisham.



Today the estate consists of over 3,000 family houses straddling the re-defined wards of Lewisham Central and Catford South and has a population estimated at between 10,000 and 12,000.

Corbett was concerned to produce a soundly balanced, healthily living community which was demonstrated by an embargo on liquor selling throughout the estate and the provision of the St Germans recreation ground. He also took a moral view about independence; of people being able to acquire a home which he saw as the basis of, and the springboard to, all domestic and social virtues and regarded house building as a public service.

The Archibald Corbett Society was formed in October 2013 to preserve the legacy of Archibald Corbett and regenerate and develop the estate into the future.

Community Teachsport was set up in 2010 to create a community based provision delivering multi-sport activity projects linked to

Teachsport, a high quality provider of national curriculum physical education teaching and sports coaching services to primary and secondary schools. Community Teachsport also delivers an award winning employability and leadership training programme 'EmployActive', in partnership with JobcentrePlus.

Community Teachsport and the Archibald Corbett Society have formed a lead partnership to develop community led services concentrating on the provision of healthy lifestyle activities and employability training. This is designed to create greater awareness amongst residents on the estate, and throughout the

Borough, of the need to lead healthier lives and prolong life expectancy by providing the means to do so. It also supports unemployed people to build their confidence through training and work experience opportunities leading to full time employment.

Asset transfer

In 2011, Lewisham Council Mayor and Cabinet agreed to transfer the Abbotshall Road Playing Field, which sits within the Corbett estate, to Community Teachsport on a 25 year lease at a peppercorn rent on the condition it would develop the playing field as a Health Hub for the community, aiming to prevent illness and disease by local residents adopting healthy lifestyles.

A lease was exchanged in July 2014 and to date £91,000 has been raised by Community Teachsport to regenerate the playing field to provide playing facilities for junior cricket, junior football and an arena for primary school sports activity and multi-sport activity for children and their families during the school holidays plus activities for seniors.

A further £410,000 has been raised to construct a modular community hub building to replace the existing derelict pavilion and changing rooms. The new building will comprise of changing rooms, a community café, an exercise and dance and movement studio, community meeting rooms and training facilities. Additionally a community garden has been built with the aid of £5,000 from the Mayor of London Pocket Parks scheme to grow fruit and vegetables to supply the community café.

The venue will act as a Healthy Lifestyle Centre for the local community living on the Corbett estate and surrounding areas and facilities will be available to residents across the Borough. It is due to become operational from Monday 25th May, the Spring Bank holiday.

It is intended to provide services seven days a week that would not otherwise be provided by the local authority and to encourage a range of volunteering support from local residents ranging from grounds maintenance to working on the community garden to working in the community café and providing support to assist in the day to day management of the centre.

The aim of 'Healthy Lifestyles and Employment Opportunities for All' is to create a sustainable community service run by local residents that will have an intended life of 25 years and beyond and which replicates Archibald Corbett's vision for a soundly balanced healthily living community with realistic opportunities for unemployed people to achieve independence through acquiring long term employment, delivered from a venue that extends facilities originally provided by the St German's recreation ground.

In addition to the development of the transferred asset, relationships are being developed with Lewisham Public Health, Lewisham Clinical Commissioning Group, local GPs and pharmacies , Community Connections Consortium, the borough's strategic health and social care consortium led by Age Concern and the Council's Community Sector Unit .

Ultimately the aim of the Healthy Lifestyles Centre is to provide community based preventative and supportive healthy living services to improve the quality of life of all communities through increased access to health information, sporting and physical activities and health services, with targeted activity for those at risk of or experiencing lifelong limiting illnesses.

Partnerships

Community Teachsport is the lead accountable body for HLEOA which has been developed in partnership with five key community partners, The Archibald Corbett Society, Community Connections, Delicious most Nutritious, Torridon Road Surgery Group Practice and Lewisham JobcentrePlus District.

- The Archibald Corbett Society is leading on developing a health promotion and support programme targeting Black African Caribbean residents within Catford South Ward who make up 25% of the ward's population and are substantially over-represented amongst those living with cardio vascular disease, diabetes, hypertension and depression leading to early mortality rates and extensive use health services and hospital admissions. This community based and led programme will target those at risk, those currently knowingly and unknowingly living with any of the illnesses to access information, activities, services and support aligned through the Healthy Lifestyle Centre
- Community Connections (CC) is a health preventative community development consortium appointed by Lewisham Council that works across the Borough referring residents to community services such as HLEOA that support their wellbeing
- Delicious most Nutritious (DmN) is a local social enterprise advancing healthy eating education through facilitating cooking and hygiene skills and providing training and development support to communities and individuals that will operate the community café at the Healthy Lifestyle Centre and run training sessions on Healthy Eating
- Torridon Road Surgery Group Practice is situated at the heart of the Corbett Estate with a registered list of 10,000 patients that has agreed to work in partnership and provide referrals to the Healthy Lifestyle Centre

- JobcentrePlus provides funding support and referrals for the EmployActive employability and leadership training and work experience scheme

The London Borough of Lewisham operates a resident engagement structure through Local Ward Assemblies that each have five priorities as a focus for improving community life within the wards. The priorities for Lewisham Central include 'improving health and well-being', 'better access to activities and facilities for young people' and 'better access to training and employment for all inhabitants of the ward', Catford South priorities include 'developing local opportunities for children (aged 16 and under) and young people (aged 17-25) and increasing opportunities for older people.

Healthy Lifestyles and Employment Opportunities for All has been built on delivering these priorities for local residents within the two wards.

Community involvement

As part of the process of transferring the Abbotshall Road Playing Field to Community Teachsport, Lewisham Council conducted a full community consultation with both the Corbett Residents Association (CRA) and the Catford South Ward Assembly which continued on to successfully obtain planning permission for the Healthy Lifestyle Centre to be built at the Playing Field.

Subsequently, presentations have been made at every Catford South Ward Assembly and CRA open meeting on the progress of the regeneration of the Playing Fields and the construction of the Lifestyle Centre which has allowed residents to contribute design and usage suggestions.



Since its launch in October 2013, the ACS has been developing a health survey encouraging residents to share their views and volunteer to be involved in the Corbett Health programme. This has involved distributing a newsletter to over 3000 homes on the Estate and engaging residents in an on-line discussion about health and well-being in the area asking what a healthy Corbett Community looks like.

Through its associate resident associations, The Hither Green Community Association, The Corbett Residents Association and the Wellmeadow Road Residents Association it has promoted the development of the Healthy Lifestyles Centre and the health survey at open meetings, community events and on community noticeboards and websites.

A communications and engagement strategy is being developed

with the support of an advisor from Locality and from digital engagement agency Stickyworld. An initial meeting has identified the 4 target groups: those at risk, those with lifelong limiting illnesses currently being managed, those unknowingly living with lifelong limiting illness, the general population. Work with Community Connections, the Torridon Road Surgery Group Practice and Delicious most Nutritious is planned to engage residents using surveys and piloting healthy eating and sporting activities and collecting feedback based on peoples' experience.

Targeted engagement will be developed to engage seldom heard communities including Black African and Caribbean residents. The analysis will identify the main themes and priorities and ideas of activities and other health solutions as well as identify any barriers that will inform the basis of a local Strategy and the content of activity at the Healthy Lifestyle centre

Priority issues

In addition to those priorities identified by the two Ward Assemblies and any additional priorities identified by the survey currently being undertaken by the ACS, a number of wider ranging priorities have been identified from local and national research that are not currently being specifically addressed by standard public service provision. These have been identified as key issues determining the formation and operation of services at the Healthy Lifestyle Centre at Abbotshall Road Playing Fields to local residents on the Corbett Estate and to the wider Lewisham population.



Issues to address

- Child obesity in Lewisham where the rates are among the highest in London
- Adult obesity where 64% of adults in the UK are classed as being overweight or obese with a prediction of a huge increase in heart attacks, strokes and diabetes
- The borough of Lewisham has the highest number in London of residents from the Caribbean with a growing number - a trend unique to the borough. African Caribbean residents make up 25% of residents in Catford South Ward and make up more than 25% of those living with cardiovascular disease, diabetes, hypertension and mental health illness.
- The recognition that unemployed 16 to 24 year olds and 50 to 64 year old residents are priority groups for Lewisham

Council's Work and Skills strategy 2013-15 due to higher than London average claimant rates

- Recent research findings from the Princes Trust that state long-term unemployed young people are more than twice as likely as their peers to have been prescribed anti-depressants, whilst one in three have contemplated suicide and one in four have self-harmed
- The lack of outdoor sports facilities for primary and secondary schools both in the Corbett estate and in Lewisham and to support the Government's PE and Sport premium funding initiative to encourage children to be active, lead a healthy lifestyle and increase their confidence to succeed in future life
- On the completion of the ACS Health survey, additional priorities will be identified that will allow for the existing services planned at the Healthy Lifestyle Centre to be enhanced or modified and, if appropriate, further services added.

Change to local service delivery

'Healthy Lifestyles and Employability Opportunities for All' is a project that will deliver a new range of inter-linked services to promote healthy living and opportunities for employment that has not been previously delivered through public services and will reduce existing NHS and Department for Work and Pensions budgets through a reduction of people using NHS services and a reduction in people claiming benefit.

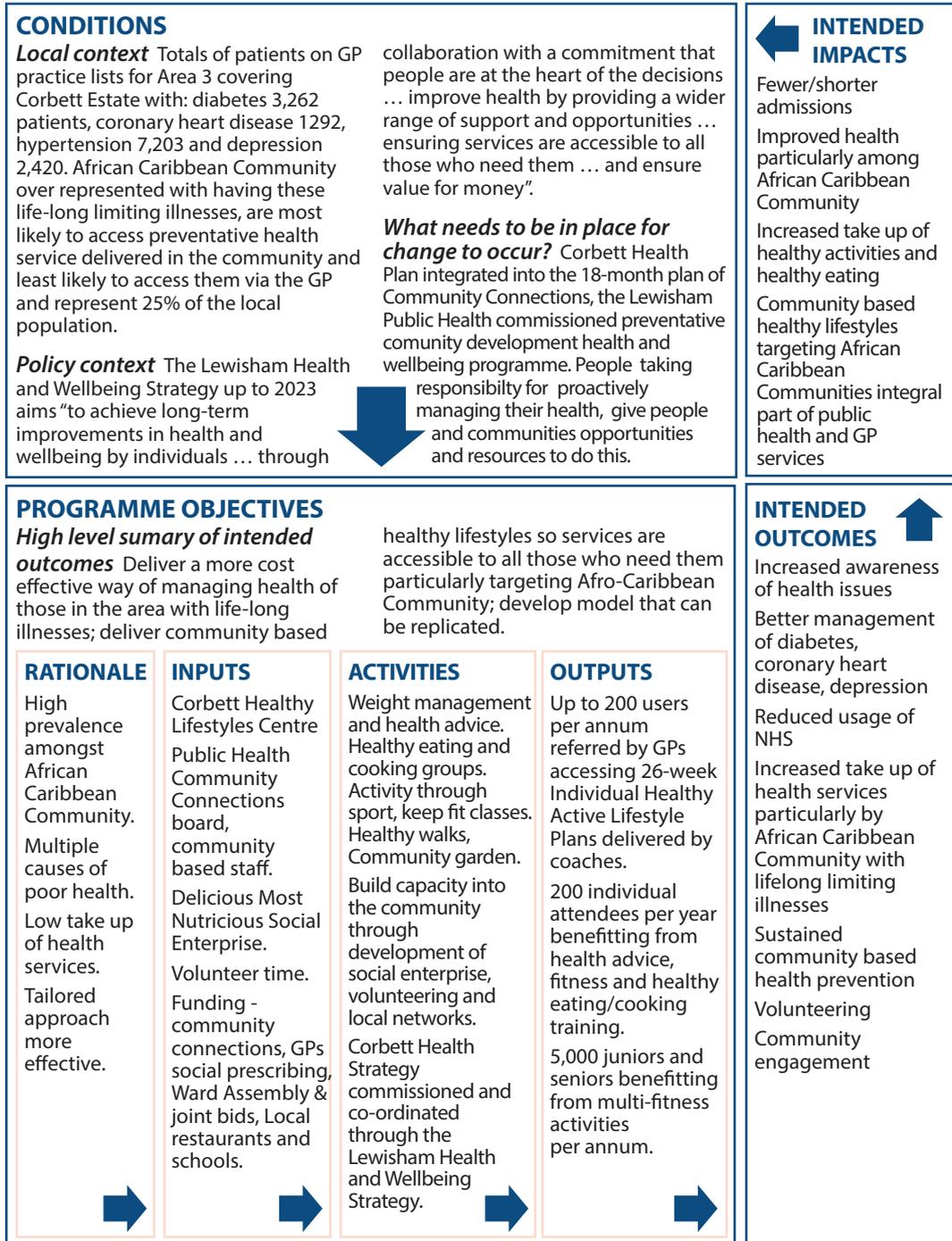
Additionally, there is no current functioning sports development department in Lewisham Council and no links to sports/fitness/youth clubs. The Healthy Lifestyle Centre at Abbotshall Road will provide a substitute sports development service on a localised level.

The Centre will also be supporting Lewisham Public Health across the Borough's Neighbourhood 3 health area with the provision of a total Wellbeing Information and activity Centre.

The project has been designed by local community groups working in partnership with the support of local residents and will be self-funding through income received for services and from associated grants and will provide all services at no cost to the public purse without any duplication, achieving outcomes through the reduction of disease and illness and an increase in employment opportunity that previously did not exist.

Our Place Logic Model

Project: Healthy Lifestyles and Employment Opportunities for All



Pooling, aligning and devolving budgets

A key factor of the HLEOA project is the devolvement of the Abbotshall Road Playing Fields as an asset transfer from Lewisham Council to Community Teachsport on a 25 year lease at a peppercorn rent, with significant annual savings on rent whilst creating a physical focus within the community attracting complementary services such as yoga and pilates classes providing income through the hire of facilities.

Discussions are currently taking place with the Lewisham Clinical Commissioning Group on increasing links with local GPs with a view to pooling the health budget through Social Prescribing of preventative activity and weight management services by GPs to HLEOA.

It is intended to co-locate trained volunteer healthy activity advisors into local GP surgeries creating more efficient use of GPs' time and aligning National Health resources by introducing the co-production of sports based activities aimed at getting inactive people active. Such a method will deliver the referral of public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change creating a more cost effective method of delivery.

Future increased penetration into the Health budgets may follow if an anticipated evaluation by King's College London as to what extent a community based lifestyle intervention based on sports activities that is co-produced is successful in improving the health of participants through sports activity shows such an approach creates substantial cost benefits.

JobcentrePlus has, through targeted budgeting, committed funding to increasing employability levels and opportunities to move into full time employment.

Budget Management

HLEOA will be set up as a separate profit and loss centre within Community Teachsport accounts run on a not for profit basis with a separate management accounting function to include monthly reports.

A dedicated finance manager will be responsible for the maintenance of all financial records, monitoring and control of all external funding, recording and monitoring income overhead expenditure against forecasts and overseeing the preparation of quarterly output returns and expenditure records.

A number of existing statutory and third sector provisions will be aligned with the

budgets of the Healthy Lifestyles Centre to maximise the efficiency of existing public sector budgets. These include using Clinical Commissioning Group and GP budgets to commission social prescriptions for the services at the Healthy Lifestyles Centre and JobcentrePlus Flexible Fund budgets to commission employability training and work experience courses.

Budgeting for all services will be integrated into the overall budget for the Healthy Lifestyle Centre which will be supported by income from services provided, income from training programmes, income from the Community Café, income from the hire of facilities and match funding associated with the overall development of the centre. Initial start-up funding has already been secured from Lewisham Council as part of the service level agreement attached to the asset transfer of the playing field.

Additional match funding has been confirmed from London and Quadrant Housing, and it is anticipated future funding could be available from the Catford South local assembly and s106 obligations and the community share of the Community Infrastructure Levy. This could be helped by developing a neighborhood plan for the Corbett Estate.

As a result of this initiative, Community Teachsport, in partnership with Lewisham Public Health, has applied for £498,000 over three years to the Sport England Get Healthy Get Active fund to extend the 'Healthy Lifestyles and Employment Opportunities for All' project into Active Lifestyles for All through sport across the five wards that make up Neighbourhood 3 in Lewisham covering over 76,000 residents.



Service Provision

HLEOA is a complete community group and resident led initiative that will deliver services from Spring 2015 in the areas of health, employment, education and volunteering.

Health Care Support

Child and Adult Obesity

A combination of healthy lifestyle activities will be available to encourage residents who are physically inactive to take part in 30 minutes moderate activity twice a week to achieve the target set by Government as part of the legacy of the 2012 Olympic Games.

- Junior football and Junior cricket
- Holiday multi-sport activities for young people and families



- Multi fitness activities for seniors
- Dance and movement, yoga, pilates and zumba classes for all ages
- Cycling and walking clubs

A range of advice services will include

- Weight management sessions
 - One-to-one health mentoring drop in sessions
 - Healthy lifestyle workshops to include physical and mental health well being
 - Healthy eating programmes run from the community café and community garden
- Healthy shopping advice
 - Wellbeing information centre

Medical conditions

A programme for people with coronary heart disease, diabetes, hypertension and depression will be developed with targeted activity for residents of Black African and Caribbean descent - the findings of the ACS health survey and research and be implemented by ACS incorporating activity and advice services detailed above.

Employment and work experience support

6 week employability and leadership training programmes for unemployed people 16 to 24 years old and 50 to 64 years old will be delivered by Community Teachsport as part of its successful EmployActive programme. Successful candidates will receive employability and leadership certificates and all candidates will receive two weeks work experience associated with the running and management of the centre to include grounds maintenance duties, working in the café, assisting in the delivery and coaching of activities and in supporting the site manager in the general running of the centre.

Candidates will be individually mentored during the course to plan and target relevant employment opportunities for their skills with the intention to move into full time employment. In certain instances candidates may be offered yearly apprenticeships working at the centre.

Where appropriate candidates will also receive specialist mentoring support with learning difficulties and confidence issues.



Sports facilities

The centre will provide a wide range of sports facilities for junior football clubs, district cricket teams and for primary schools and secondary schools (Years 7 & 8) for competitive team sport, PE and sports days and day to day coaching aimed at ensuring all pupils have the opportunity of 30 minutes a week healthy exercise as part of the 2012 Olympic legacy.

Education and Training

As part of the Government's PE and Sport premium funding initiative training courses will be available for primary school teachers to gain formal qualifications in PE instruction.

Other courses available will be

- Adult and Young People's First Aid and Child protection/welfare training
- Sports Governing Bodies training
- Healthy Eating & Community cook and eat sessions for young people
- Changing Shapes weight management programmes

Service delivery and site management

The delivery plan for the health outputs for HLEOA has been designed to achieve the maximum number of referrals from GPs, Pharmacies, Schools and other groups such as Health Trainers, Community Connections, IAPT and resident community groups in Neighbourhood 3 of overweight, obese or inactive people in need of support. This will be achieved by employing trained volunteer health mentors specialising in Promoting Health, Schools and Community Development to access a range of referrals and working with specialist sports coaches produce

Individual Healthy Active Lifestyle Plans for referred participants which coaches will deliver through tailor-made sessions for individuals and in groups. This will be supported by advice and training on healthy eating. The EmployActive training programmes will be delivered by qualified trainers based on an existing model already in operation.

All services will be delivered by qualified professionals from Teachsport/Community Teachsport, Delicious most Nutritious, Lewisham Public Health, Community Connections and health professionals from partner bodies delivering drop in centre advice



such as NHS health trainers, Citizens Advice and JobcentrePlus. Volunteer health mentors will receive training based on the Lets Get Moving Modules 1 & 2 from the Lewisham Public Health Team.

The day to day operation of the site will be managed by a site manager and a grounds manager both with considerable previous experience. They will be supported by trainees and volunteers who will be trained in groundsmanship skills and in day to day site management. It is intended that a grounds maintenance team will be established that will offer its services to local authorities and local clubs with a view to operating a social enterprise and bringing in revenue to contribute to the running costs of Abbotshall Road in due time.

A rotating attendance schedule will operate to ensure the ground is open from 8.30am to 5.30pm seven days a week with extensions for cricket matches and any pre-booked evening activity. The site manager will be responsible for dealing with all enquiries and running a bookings schedule for all activities on the site. The Café will be managed by Delicious most Nutritious assisted by catering students on work experience from local schools and colleges and trainees from the EmployActive courses.

Volunteers

Volunteers from the local community will play an integral part in the operation of the Healthy Lifestyle centre and will be drawn from the Corbett Residents Association and The Archibald Corbett Society who have over 400 members between them. Additional volunteers will be recruited from EmployActive training courses as part of the two week work experience programme plus volunteers from the local schools engaging in volunteer leadership programmes as part of their extra-curricular activity.



Volunteer activity will play a role in the management and maintenance of the community garden and the working the community café and assisting the site manager with administration support to maintain booking schedules, the centre website and keeping all monitoring of users up to date. Volunteers will also

have the opportunity of working at the Wellbeing Advice Centre and organising surveys and general publicity.

With 15,000 users expected in the first full year of operation it is anticipated that there will be in the region of 5000 hours of volunteer support per annum at an approximate value of £40,000 per annum.

Abbotshall Road Playing Fields and the new Healthy Lifestyle Centre are community assets and the community will play a vital role through volunteering support in ensuring the project maintains sustainability for the 25 year life of the lease and beyond.

A fully engaged community, as is anticipated, will lead to better health and wellbeing and more active citizens, better quality services fulfilling the aims of the project to provide Healthy Lifestyles and Employment Opportunities for All.

The Business Case: Costs and Benefits

The forecast Cost Benefit Analysis of the Healthy Lifestyles and Employment Opportunities for All and the Abbotshall Road Healthy Lifestyle Centre uses the Manchester New Economy SROI (Social Return on Investment) template to calculate and demonstrate the anticipated benefits from the project over a five year period. SROI is an approach to valuing social, economic and environmental outcomes created by a project in terms which go beyond simple financial investment and return.

Whilst this analysis produced by New Economy Manchester is up front of the main delivery of the programme, and the actual impact of the schemes will not be known for some time, the analysis indicates that the Healthy Living and Employment Opportunities for All programme is a sound proposition. Return on investment is good when purely looking at the financial case with a financial return on investment of 3.3 when looking at the gross benefits over the 6 years that the project has been modelled on. Even when taking the very conservative short term cashability scenario, the ratio is still 1.2, which indicates larger benefits than costs.

Unsurprisingly, as the project is about healthy living and employment opportunities, the main benefits are improving people's health and getting them into work.

In particular the health related benefits have a very large public value associated with them, related to the extended life and extended healthy life while alive of the participants. This then results in a very high public value return on investment of around 40:1.

The benefits also result in fiscal savings to government agencies, mostly to the health service and to the exchequer through getting people into work. The analysis makes a sound business case for the Lewisham Clinical Commissioning Group to consider funding the health related activities to sustain their delivery into the future and ensure long term benefits for the health service and for JobcentrePlus to continue to fund the EmployActive programme.

The full Cost Benefit Analysis and Income and Expenditure can be found at Appendices i & ii

Public value return
on investment

40:1
approx

“Healthy Lifestyles & Employment Opportunities for All”



Governance

The Abbotshall Road Healthy Lifestyle Centre and the ‘Healthy Lifestyles and Employment Opportunities for All’ campaign will be run by Community Teachsport as a separate financial not for profit entity.

The project will be managed on a day to day basis by Community Teachsport staff working in partnership with Delicious most Nutritious who will operate the Community Café.

The management of Community Teachsport will work in partnership with a steering group that will meet quarterly in the first year of operation and then bi-annually in subsequent years. The group will assess the performance of the project and agree on future development. It will be party to all monitoring reports and financial accounts and forecasts. Monitoring reports will be prepared on a monthly basis and distributed to group members.

The group will be made up of representatives from The Archibald Corbett Society, Community Connections, Torridon Road GP Practice, Delicious most Nutritious, Lewisham Council and Lewisham Public Health, The Corbett Residents Association, Abbotshall Road residents, all grant funding stakeholders, key users and one elected member from each of the two wards.

Whilst the representatives may change over the years, as will the Community Teachsport management, the purpose of the Steering Group is to give a continuity of community and stakeholder contribution to create consistency in the development of the project and ensure a management succession strategy is in place so that the operational burden does not fall on too few key individuals.



Implementation Plan

The regeneration of the playing field has now been completed and a plan is in place which is currently being implemented for the construction and installation of the new modular building to replace the derelict buildings currently on site by early 2015 in time for the launch in May 2015.

A plan is also in place for the day to day management of the site which includes services to be delivered on a weekly basis and a seven day a week management rota.

Progress will be monitored against anticipated future outcomes. A tried and tested attendance and activity monitoring system is already in place previously used to monitor attendance and outcomes for a 4 year multi-sports activity project in Lewisham Parks funded by the Big Lottery Fund. The Big Lottery Fund has acknowledged the robustness of the system.

An implementation plan (Appendix iii) has been developed that will integrate HLEOA into the overall operational plan for the Healthy Lifestyles Centre dovetailing its marketing and services to ensure maximum effect is obtained for users of the centre.

Succession

It is recognised that for a community led project such as 'Healthy Lifestyles and Employment Opportunities for All' to become sustainable and have a lasting legacy, it is essential that a leadership succession policy is put in place.

To this end it will be the responsibility of the steering group to work with team leaders and identify suitable candidates who have the leadership qualities to move the project forward into the future.

Linked to this, the Corbett Estate Neighbourhood Forum will identify in its Neighbourhood Plan the importance of ensuring The Healthy Lifestyles Centre remains sustainable and secure to provide a permanent venue for community led projects providing services to the local neighbourhood such as 'Healthy Lifestyles and Employment Opportunities for All'.

