

Community wellbeing: connected people & places

A Vision for Community Hubs in East Sussex

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DRAFT FOR DISCUSSION

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Executive summary

The COVID19 pandemic highlighted pre-existing vulnerabilities within East Sussex's communities which are likely to be further exacerbated as pressures from the cost of living crisis continue to grow, alongside the economic legacy of the pandemic.

The place-based partnership saw how collaborating across organisational boundaries and enabling the capacity of communities to help each other had a significant positive impact in response to the pandemic.

This, along with a continuing shift towards viewing health and wellbeing as a product of connected communities, supports their ambition to create a network of community hubs across the county, focusing on those neighbourhoods where the need is greatest.

Community hubs present an opportunity to develop the social infrastructure that supports networks of relationships among people who can provide each other with fellowship, connection and a sense of belonging - a coral reef that supports a vibrant ecosystem of community life.

Alongside enabling social connection, hubs can also house valuable advice and support that can help people head off problems before they escalate, reshaping demand for services in the long term.

Developing a programme of this nature represents a step into the unknown - ESCC has not done this before. Therefore the best approach is one that make the most of the collective intelligence of the whole system, that prototypes and iterates to learn what works, before heading into a full rollout.

Headline recommendations

1. **Recruit a Collaborative Governance Group** made up of partners from Partnership Plus, VSCE Alliance, health partners and district and borough councils.
2. **Establish an interdisciplinary delivery group** with representation from Public Health, Adult Social Care, Children's Services, Communities and Property with accountability held by the Exec. Director of Adults & Health.
3. **Undertake a mapping exercise** to understand the number and nature of existing hubs, which communities they serve and how.
4. **Define a core offer for advice and support** to be delivered from hubs.
5. **Use data and local insight to identify one neighbourhood in each District and Borough** that would most benefit from a community hub.
6. **Recruit Local Leads to develop a prototype hub in each location** - either as extension of an existing hub, or a new one, depending on results of mapping exercise.
7. **Create learning & evaluation framework** and bring together Local Leads to share learning on monthly basis.
8. **Review and iterate until ready to rollout** to additional neighbourhoods.

About this report

This document sets out a vision for the future of Community Hubs in East Sussex. It has been produced as part of the Community Wellbeing: Connected People & Places programme, commissioned in June 2021 by East Sussex County Council in collaboration with system partners including local authorities in East Sussex, the NHS, the Voluntary, Community and Social Enterprise (VCSE) sector and others. The programme explored two linked but separate pieces of work relevant to the place-based partnership within East Sussex:

- Partnership approaches to community wellbeing in East Sussex, including the future scope of Community Hubs
- COVID-19 recovery project to develop a systems approach to tackling loneliness and social isolation in East Sussex.

It sets out ideas, insights and suggestions informed through a range of research and engagement activities designed to explore the overarching question “What role can Community Hubs play in enabling partnership approaches to improve community wellbeing?” These activities included:

- Document reviews
- Stakeholder interviews
- Creation of a typology of community hubs, illustrated by examples
- Two workshops

Details of participation, overviews of relevant documents, the typology and examples can be found in the appendices. Outputs from workshop conversations are used throughout to illustrate the views of the system partners. We conclude with recommended next steps to prompt further discussion.

Background

In response to the pandemic five community hubs were established by a new collaborative partnership between East Sussex County Council, District and Borough Councils, VCSE organisations and the Clinical Commissioning Group.

Working together across organisational boundaries towards a very clear common purpose, at a pace forced by the extraordinary circumstances, has left the partners with an understanding of what's possible and an appetite to embed their learning for the future.

The COVID19 pandemic further exposed pre-existing vulnerabilities within the county's communities which are likely to be further exacerbated by pressures from the cost of living crisis and other economic trends, as detailed in the report 'Facing the Future' by Hastings Community Hub.

The partners agree on the need to develop a longer-term approach to collectively addressing these problems, and believe that building on the ethos and model of Community Hubs provides an opportunity to achieve this.

Aside from the existing partnership work that takes place in communities, there is also a strong connection with other strategic initiatives that are grounded in working effectively at a community level to build strength and resilience, and a more holistic offer of support to individuals and families. For example, this includes:

- Family Hubs and Start to Life – East Sussex is one of 75 authorities eligible for this national funding aimed at offering a single access point to a range of services, help and support covering universal and early help services, through co-locating services and professionals.

-
- Health and social care reform – including a decisive shift to improving population health and wellbeing and reducing health inequalities. This means having a greater focus on local communities and neighbourhoods within Integrated Care Systems, to improve access to prevention services, join up care and take collective action on the wider determinants of health.

The original five pandemic response hubs were a primarily telephone-based service, with a contact centre in each District and Borough responding to new types of demand, prioritising vulnerable people and signposting callers to services.

The hubs were organised differently within each District and Borough but at the core was the ability of VCSE organisations to mobilise community capacity to meet local needs.

The ways of working, or operating model, that made a response of this speed, scale and flexibility possible can be seen as separate to the call centre delivery mechanism.

In this document we will focus on the operating model, and explore a delivery mechanism appropriate to meeting ongoing community needs into the future.

The term ‘community hub’ is usually used to describe something very different, both within the county and nationally.

Our first task therefore is to clarify what we mean by the term ‘community hub’, and to identify which aspects of the pandemic response we are seeking to take forward.

What is a community hub?

There are many organisations working to understand, support and grow community hubs, including Power to Change, Local Trust and Locality.

Local Trust's Big Local programmes have shown the need communities have for shared space where people can gather, plan, organise and run activities. Many Big Local areas without access to space have initially struggled to make the most of their opportunities; by comparison, those areas that have been able to secure community space have often been able to make faster progress towards their goals.

Two thirds of Big Local areas now own or lease a community building or have access to space in one, and more are expected to have one by the end of the programme in 2026.

Power to Change support the growth of the community business market, with community hubs making up over a third of that market. They support hubs offering a breadth of activities in their local areas – from hosting community groups to health initiatives, from providing workspace to hosting council services – because they believe they are critical in connecting local people, addressing social isolation, building community cohesion and improving health and wellbeing.

Locality is the national support network for community organisations. Their report 'Community Hubs - How to set up, run and sustain a community hub to transform local service provision' was produced using learning from the Our Place programme 2014-6 and contains the definition (overleaf) we see as most relevant to East Sussex.

Community hubs - a definition

- Community hubs operate out of buildings, from which multi-purpose, community-led services are delivered.
- Community hubs often host other partners and provide access to public services, offering an efficient and effective use of resources.
- Community hubs offer a good use of local assets, and the model can help to underpin an enterprising and resilient community organisation.
- Community hubs provide services *for* the community, but also *by* the community. Local people are involved in making decisions about how services are run, how buildings are managed, and also support delivery through volunteering
- Typically, community hubs are run and managed by a dedicated community organisation, but in other instances they may be owned or managed by a public agency such as a housing association, or local authority but with substantial input and influence from the community.

From: Locality <https://locality.org.uk/>

Ingredients of a community hub

For people to connect as a geographic community they need a space to gather. **A community hub needs a building.**

People can connect online, but need a curated space on a platform and a common interest to enable them to behave as a community, forming bonds of trust and reciprocity. An online gathering place is not a community hub.

Organisations
that help



SERVICES / SUPPORT



People who
make things
happen, people
who take part



PEOPLE



Activities that
bring people
together



ACTIVITIES

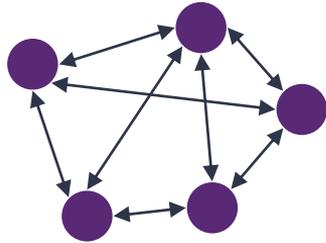


Place / space
for people to
come together



SPACE

The East Sussex pandemic response hubs connected individuals to resources and services.



Connects to call centre operator - who helps them navigate the system to get what they need.

Caller

However, the true value of community hubs is realised when they help people connect with each other.

Community hubs have the potential to play a powerful role in increasing the social capital of the neighbourhoods they serve - but to do so, they need to be places which help people connect not just to services, but to each other.

Robert Putnam's book 'Bowling Alone: America's Declining Social Capital' argued that the decline of civil society in the US can be seen in lagging participation in civic activities, declining membership in fraternal organisations, and waning trust in fellow citizens. And he gives examples of why this is important.

For example, with the fear of crime, the evidence suggests that neighbours knowing one another's first name has a greater influence on the crime rate, than the police on the beat. He's not saying we don't need police. But he does make a case that social connection - or 'social capital', has a powerful effect on the crime rate. Research shows similar positive correlations with childhood development, educational achievement, employment opportunities and health outcomes.

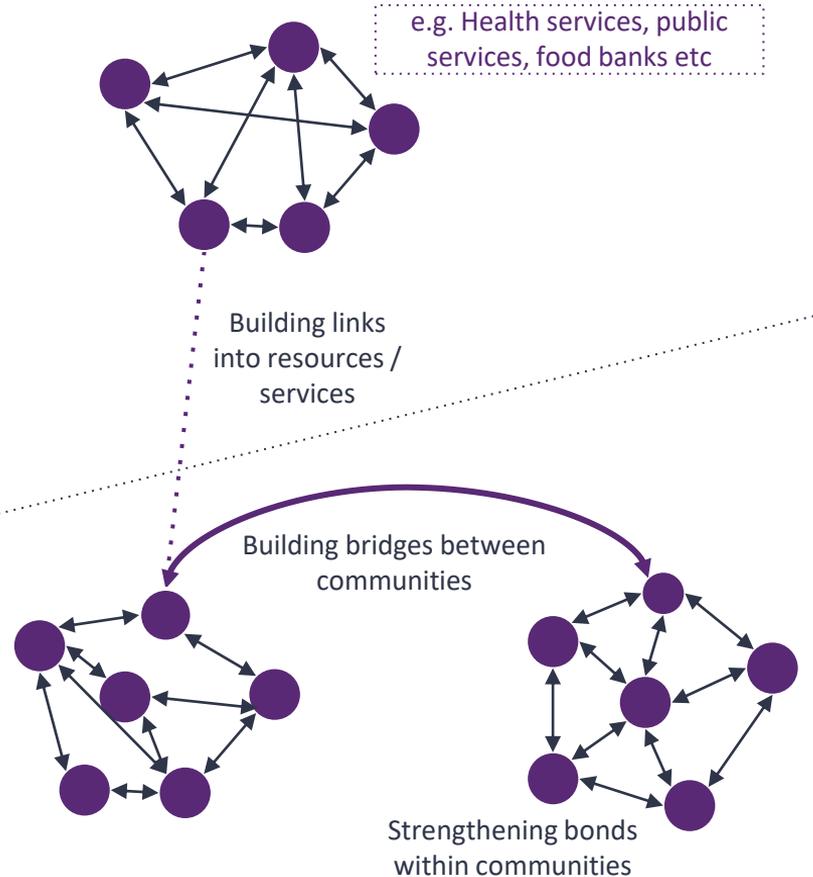
Understanding the different types of social capital will help identify how community hubs can contribute to positive outcomes:

- Bonding social capital – ties between individuals within groups.
- Bridging social capital – ties between individuals which cross social divides or between social groups.
- Linking social capital – ties between individuals and the institutions and individuals who have relative power over them.

Community hubs need to focus on building bridging capital - bringing groups together in shared spaces to build reciprocity and trust, and helping link them to resources.

Bonding capital can make for strong groups with high levels of trust - but carries the risk of exclusion of newcomers.

Groups that lack linking capital have less access to resources than others, which can reinforce existing inequity.



“Well-being in a sickness-making society cannot happen solely from a doctor’s prescription. It requires that we go hunting for health-producing capacities at street level. It means that we must actively support local residents to identify, mobilise and connect their own health-creating assets and that professionals redouble their efforts to do nothing to overwhelm, control or undermine them. It is important to recognise that most assets of this kind have no health label; **they are the effects of social capital.**”

Cormac Russell, Rekindling Democracy

Examples of different types of community hub

Different types of community hub

Service-led

Community-led

1

- Instigated and operated by council
- Co-located, multi-agency service delivery
- Some space for community activities
- Some social space

E.g Brent Hubs,
LB Brent

2

- Instigated and operated by charity, shaped with the community
- Commissioned activity provides / supplements public services
- Provides community facilities and social space

E.g Aberlour Community Hub
North West Dumfries

3

- Emerged from community, developed in partnership with health service
- Joint community activity & service delivery space

E.g Bromley-By-Bow
Centre,
LB Tower Hamlets

4

- Emerged from and led by community
- Primarily community activity space
- Volunteer-led & commissioned activity provides / supplements public services

E.g LS14 Trust,
Leeds

5

- Emerged from and led by community
- Primarily social space
- Volunteer-led activity supplements public services
- Hosts pop-up services (e.g vaccination)

E.g The Bevy, Brighton

Community Hubs in East Sussex

There are many hubs and community focused spaces in East Sussex - below are a few highlighted by workshop participants. Following the workshop we canvassed for examples that mapped to the typology presented above. In doing so we can see that East Sussex has hubs of all different types. As this exercise was not comprehensive we recommend repeating it at a more local level and making sure there is a full understanding of what already exists before making decisions about creating new hubs.

- The Nest in Hastings Old Town Hall
- Jevington Village Hall
- The Observer Building, Hastings
- The Pelham, Bexhill-on-Sea
- Victoria Pavilion Support Centre, Uckfield
- The Hillcrest community centre, Newhaven

- FSN provide a hub to families in Hastings/St Leonards who are homeless/in temporary accommodation - with washing machine, access to computers
- Hastings YMCA
- Hastings Advice and Representation Centre
- I-rock youth mental health hubs in Hastings, Eastbourne, Newhaven

Many other assets exist that could play a part in helping communities connect. This includes schools and church or village halls, but also manned fire stations which typically have rooms available for community use, as do some libraries. Mapping and making this information publicly available would support community groups to run connecting activities.

Local partners were surveyed to identify examples of hubs that could fit into the typology shown above. Respondents self assessed which type of hub their suggestions most closely matched. Further work is required to clarify this categorisation.

Examples in East Sussex

Service-led

Community-led

1

- Rye Hub, Rye

2

- The Pelham, Bexhill on Sea
- Shinewater Hub, Eastbourne
- Uckfield Volunteer Centre, Uckfield
- Heathfield & District Volunteer Centre, Heathfield
- Lewes Climate Hub, Lewes

3

- Seaside Community Hub, Eastbourne
- Rotherfield St. Martin, Rotherfield
- Victoria Pavilion, Uckfield

4

- Denton Island Community Centre (DICC), Newhaven
- Hampden Park Community Hub, Eastbourne
- Seaford Environmental Alliance, Seaford

5

- Willingdon Trees Community Centre, Eastbourne
- Havens Community Hub, Newhaven
- Lewes Community Volunteers, Lewes (pop-up)

Design principles

In the workshop on January 27th system partners identified a set of three principles that could be applied to developing the community hubs strategy for East Sussex. We reproduce them here as they have influenced the ideas contained in this report, but recognise they may need to evolve as the project progresses.

1. CORE COMPONENTS, LOCAL FLEXIBILITY

- There is no 'one size fits all' model suitable across East Sussex. Hubs should be designed to meet local needs, building on a common set of core components.
- Hubs need to be accessible, in terms of location - and how welcoming they are. People with difficult issues must feel free to walk through the door without stigma.

2. COMMUNITY ENGAGEMENT

- The sustainability of a hub comes from the relationship and engagement of the people using it. If we listen to and work with the community, together we can develop the activities and services that are important to them.
- Hubs need to be able to evolve - to build organically and be shaped by the community.

3. CO-LOCATION & PARTNERSHIP WORKING

- Co-location of statutory services and voluntary sector organisations, as well as space for people to come together, are key elements.
- Sharing and working together will avoid the sense of competing for scarce resources.

What's our ambition for community hubs?

In the workshop on January 27th system partners explored their ambitions for community hubs in East Sussex. As with the principles above these ambitions have influenced the ideas contained in this report, but are expected to evolve.

NO-ONE LEFT BEHIND

- Every East Sussex resident should have access to a vibrant community hub, with no-one left behind.
- Hubs should be equally spread across East Sussex using whatever model works for our communities.
- Hubs should be located in a place that makes 'sense' for neighbourhoods and/or communities of interest. The different needs / opportunities of rural communities will be recognised and catered for.
- Hubs will open at times convenient for all community members.

LONG TERM RELATIONSHIPS

- Hubs should enable longer term, deeper relationships with individuals and communities. Should include public sector services, but their community spaces will make them open and inviting to all.
- Focus will not be on crisis intervention but development of relationships. They should be holistic spaces where families and communities can connect.
- Cultural and arts organisations should be key, as they're often at the centre of communities and help shape identity and build social cohesion.

WELCOMING TO ALL

- Each hub's offer should be based on community interests, where services/support can meet a mix of ages (young and old). Intergenerational activity should encourage young people to join and meet role models.
- Hubs should provide space for organisations to operate together to connect with the same people at the same time.
- There should be a range of space suitable for different activities and for different groups.
- Different groups have different needs. Hubs need to be designed to accommodate all and provide a safe, welcoming space where people can connect with each other and build trusting relationships.

FINANCIALLY SUSTAINABLE

- Support will be needed to get hubs started and running but they shouldn't be grant dependent. They must be sustainable over the long term.
- Community ownership should be supported to develop financial independence.
- Public sector investment will be necessary to ensure buildings aren't a liability and localised services are available.

EMPOWERING

- The hubs should help communities mobilise and come together around issues that matter to them.
- Community leadership should be supported by the public sector as a way to develop connections, support empowerment and galvanise volunteering.
- The hubs should support communities to live healthy lifestyles and provide opportunities to support 'healthy environments/places/planet'.

BUILD ON WHAT'S ALREADY THERE

- Need to build on existing hubs - support and grow and build links between them and to public sector.
- Should consider potential to expand other venues as hubs, for instance primary schools that are not used in the evenings. Link to other community assets, such as sports groups and clubs.

ACCESSIBLE

- Hubs should be accessible and easy to get to, even for more hard to reach areas. They should be easily reached by non-drivers via community transport, walking and cycling.
- They should be open at times convenient for different members of the community.
- There needs to be diversity in the range of hubs on offer - not over defined or centralised and open to organic development over time.

SEAMLESS

- Hubs should provide 'seamless' support, with no 'wrong door' to find the help you might need.
- There should be ease of access to services and support in 'non-statutory', community focused spaces.
- The hubs should be able to host rotational ('pop-up') services as well as static ones, depending on the changing needs of the community.
- These should be multi-agency/multi-service hubs with co-located services, not just 'one service' model such as an employment hub, but offering a range of support services that together address all the issues that are most important to East Sussex residents.

Target audience

The ambition is for the hub network to be open and welcoming to all, but it is likely that the audience will vary across locations, according to demographics and differing needs.

The core offer should be seen as a social one, but one that also offers a safe space for people to seek the additional support they need. A cafe should be at the heart of each hub, offering everyone a reason to pop in and make contact with other local people.

Rooms for hire at low rates will provide space for activities to happen - based on the needs of local people and driven by local appetite. This might be parent and toddler groups, keep fit or knit and natter. Outdoor space might provide opportunities for local growers and gardeners, while fast, free wifi will support those experiencing data poverty.

In support of equity of outcomes across the county, those people most in need of support should be prioritised. Using the factors that influence individual wellbeing along with data insight we could identify locations with the highest level of need in terms of:

- Unemployment
- Low educational attainment
- Financial difficulties
- Loneliness
- Health outcomes
- Domestic abuse

This would enable the support activities offered in each location to be tailored to local needs, using a 'menu' approach similar to that shown overleaf.

Wellbeing factors	Potential hub activity
<p>What we do</p> <ul style="list-style-type: none"> ● If we're employed, if we're satisfied with our jobs ● Whether we have, and enjoy our leisure time - If we participate in arts, sports, culture ● If we volunteer 	<ul style="list-style-type: none"> ● Co-located Job Clubs, career advice services ● Hosted sports, arts etc activities ● Co-located volunteering orgs ● Opportunities to volunteer at the hub
<p>Education & skills</p> <ul style="list-style-type: none"> ● If we're engaged in formal or informal learning 	<ul style="list-style-type: none"> ● Training & education advice
<p>Personal finance</p> <ul style="list-style-type: none"> ● If we have difficulty financially 	<ul style="list-style-type: none"> ● Debt advice & support ● Benefits advice
<p>Where we live</p> <ul style="list-style-type: none"> ● Our sense of belonging to our neighbourhood ● How easy it is to access green spaces ● Whether we can access key services ● Are we satisfied with our housing 	<ul style="list-style-type: none"> ● Social activities to take part in ● Ability to contribute help, support, skills ● Gardening/growing space ● Services signposting, advice & support ● Housing advice & support
<p>Governance</p> <ul style="list-style-type: none"> ● How much we trust government & institutions ● If we participate in democratic processes 	<ul style="list-style-type: none"> ● Opportunities to take part in community consultations ● Opportunities to help govern the hub itself
<p>Health</p> <ul style="list-style-type: none"> ● If we are satisfied with our health 	<ul style="list-style-type: none"> ● Co-located health services ● Fitness and wellbeing advice & support
<p>Relationships</p> <ul style="list-style-type: none"> ● Whether we are in a happy relationship ● If we have people to rely on ● If we feel lonely often or always 	<ul style="list-style-type: none"> ● Relationship advice & support ● Social activities, including cafe ● Welcoming environment

Example: data targeting

The place-based partnership of Oxfordshire County Council, Oxford City Council and Thames Valley Police, pooled their data to identify areas of the city where targeted interventions would have the most impact - those areas making use of services at a higher rate than average. They partnered with a community development organisation called the Oxford Hub to build relationships and work with families to identify what activities would be most effective in improving the neighbourhood, and the lives of the people living there.

Link: <https://www.oxfordhub.org/ciz>



In our workshop on 28th February system partners explored the varied target audience for hubs:

Working age adult, doesn't drive, unemployed, rural location. Also has secondary school aged children.

17 year old. Identifies as non binary. Has lost a parent. Needs support with mental health and a network of support

13-16 yr. old gender curious, with two siblings

I'm 80 years old, I get lonely and I don't drive so I need somewhere close.

I'm a super-motivated, aspirational local member of our community with plenty of ideas about setting up a community hub and loads of knowledge about my local area.

This exercise reminded us of the probable breadth of the audience in terms of age and needs, but also the specificity of those needs. We need to select locations that are accessible for those who are too young, or too old, or otherwise unable to drive. We also need spaces to be welcoming to people of different ages and to provide a tailored support offer.

Perhaps we could learn from the way the Brent Hubs offer is tailored to support a range of individuals, including:

- Single people
- Parents and families
- Older people
- Adults with complex needs
- People experiencing a crisis
- People who are new to the area

Our target audience also includes volunteers - we need the hubs to be able to draw in local people to shape, lead, govern, support and take part.

Developing a county-wide model

The ambition is to develop a network of hubs across the county so that every East Sussex resident has access to a vibrant community hub, with no-one left behind. The hubs will offer residents a new way to connect with each other, with activities of interest, with community groups and local organisations. And also to access the information, advice and support they need early on to address any issues or challenges they face before they escalate.

This network of hubs will offer opportunities for community connection and social cohesion but also for more coordinated and tailored access to support and advice for East Sussex's residents, reshaping demand for services over time.

The delivery of this ambition will initially be led by East Sussex County Council, in collaboration with the voluntary and community sector, public sector partners and residents. Through close working with East Sussex Strategic Partnership, Partnership Plus, health partners and district and borough councils and supported by central funding, the hubs network will provide opportunities to develop strong local relationships and support a neighbourhood working approach. Hubs will provide public sector partners with both a base for building relationships with residents and a place for practitioners from the councils and other local organisations to work together around issues and cases, approaching them in a more holistic way.

This section proposes ideas for the core components and features of the model.

Balancing community and service needs

In his book 'Rekindling Democracy' Cormac Russell says "we must come to recognise that **communities when productively connected have health-creating capacities**" and that "to ensure right relations between citizens and professionals we must start by increasing interdependency in community life and decreasing institutionalisation".

This provides a useful prompt to ensure that the design and delivery of community hubs is such that it builds community capacity and doesn't accidentally reproduce the more negative aspects of professionalised, institutional 'help' at a more local level.

Building community capacity, supporting connection and participation should therefore be at the heart of the hubs offer - with professional support being in service of this.

We should also recognise that permanently siting particular services in a hub may prevent some members of the community from accessing the hub. This should be explored before decisions are made, with community needs being prioritised over those of service providers.

The Making It Happen programme provides valuable insight into asset based community development in various parts of the county. These locations might well provide a suitable starting point for the development of new hubs, or acceleration of existing ones.

Also, the process by which the neighbourhoods benefiting from this programme were identified creates a useful model which could be replicated to identify sites for prototype hubs.

CAPACITY BUILDING	CONNECTIONS	PARTICIPATION
Individuals, local groups & organisations, wider community	Between individuals, between organisations, between individuals & organisations	Individuals, local groups & organisations, wider community
<p>By...</p> <ul style="list-style-type: none"> Mapping what's there Sharing skills, knowledge, resources & connections Support in accessing funding 	<p>By...</p> <ul style="list-style-type: none"> Welcoming space / hosts Activities of interest Peer support Access to information, support and advice Assisted self-serve Building partnerships 	<p>By...</p> <ul style="list-style-type: none"> Activities led by local people, groups, organisations Volunteering opportunities Participative governance

Adapted from Brent Hubs model

Core components, local flexibility

It is recognised that different communities across the county will have access to assets of different kinds and their needs will differ. Local arrangements will need to reflect this with the support and services on offer being based on engagement with those who know the neighbourhood.

These local arrangements will build on a set of core components present in all hubs. These will need to be defined collaboratively but our initial proposal is that they would include:

- Community-led governance structure
- A social / community space including a cafe and additional spaces that can be hired for a range of activities
- A welcoming space where people want to be
- Access to a range of information, support & guidance
- Help to navigate formal services as necessary

Community-led governance structure

The starting point for establishing a hub in a new location will be to work with key partners within the local council and VCSE to identify the right neighbourhood / target audience and build connections with the local community to recruit participation in the development of the hub.

This group of partners would then have responsibility for overseeing the development of the hub and ensuring it reflects the needs and interests of local people. This would include identifying any existing assets that could be utilised, redeveloped, accelerated or partnered with.

The 'customer' base for a community hub is, first and foremost, its local community. Over time the management of each hub should be devolved to the community as far as possible. This means that local people could play multiple roles, not just as customers or users of services, but also as volunteers, as leaders of activities, as trustees or as paid staff.

A social / community space including a cafe and additional spaces that can be hired for a range of activities

Communities need space to gather and undertake collective activities. Many of the community groups and organisations we have spoken to cite the availability of suitable space as being a key factor in their ability to organise activities that help people connect.

A cafe provides an informal meeting place, and a reason to visit for those seeking company. Food is a key part of social gatherings and needs kitchen facilities - which can then be used in many different ways in service of the community.

Space also provides a valuable income stream - a survey of community hub operators listed the three most significant sources of income as: meeting-room or hall hire income (40%); grants from trusts and foundations or lottery funders (25%); and office or workspace rental (16%). Space is therefore a fundamental requirement for financial sustainability.

A welcoming space where people want to be

Physical design of the space is key - from accessibility from the street, to access to green space and natural light. While the majority of the hub should be open to all there will also need to be private spaces to enable different types of interaction. Shared kitchen and bathroom facilities ensure there is no barrier between service providers and 'clients' - everyone is a member of the same community. The Inspiring Change Manchester (ICM) Hub, which supports people experiencing Multiple Disadvantage, recommends using clear glass walls for offices to reduce any sense of divide, and also that there be no receptionist, identified by their community as a barrier or gatekeeper in traditional services. The overall atmosphere should centre the community and the social, not services.

Access to a range of information, support & guidance

The core offer of advice will be delivered by advisors from public service departments and VCSE partners colocated in

the building. There could also be weekly 'pop-up' sessions for particular specialist areas.

Prior to opening the hub partners could work with the local CAB to identify the topics people in that location are most likely to be seeking help with. This would feed into the design of the offer for that particular hub.

Help to navigate formal services as necessary

Where someone needs help beyond that offered in the hub the hub team would take responsibility for helping that person navigate the system to find the right help. Ideally they would stay engaged until the problem was resolved in a keyworker-type role.

Delivery

So far this report has made proposals based on ambitions, without exploring how to make use of the hubs that already exist. However, in reality we want to build on what's already there. There are a significant number of hubs, with similar offers to that described. So, why do we need to do anything different?

The answer lies in scale, outcomes and sustainability.

Currently each hub typically exists on its own, having grown largely organically. This means that each organisation running a hub is learning alone about what works and has to make its own connections to sources of support and funding. The financial model for hubs tends to be precarious, with many reliant on grants, for which there is much competition and many restrictions. Some parts of the county have multiple hubs, others have none.

A more coordinated approach could help individual hubs by providing shared learning opportunities, access to support and shared resources and access to funding in return for hosting advice services.

This would make good use of the relationships, activities and assets that already exist, while also helping improve the long term sustainability of each hub, based on their ability to affect the wellbeing outcomes of the communities they serve.

The first task is therefore to understand the number and nature of the existing hubs and which communities they service. This mapping exercise would help us know where we have hubs, what type of hubs they are, where the gaps are, whether they are working well or struggling, and why.

Having mapped the hub landscape county-wide it would then be possible to identify what hubs already exist and where there are gaps.

In the first phase a prototyping approach would be appropriate, with work being undertaken to set up a collaborative governance structure. In parallel, the mapping exercise and potential data analysis would help identify one hub in each District and Borough. These 5 hubs could become a test bed for the model, delivered in partnership with VCSE organisations and local communities.

The Healthy Hastings & Rother programme initiated the Health and Wellbeing Community Hubs Grants Fund that was co-produced by the CCG, the local VCSE, Hastings Borough Council, Rother District Council and East Sussex County Council.

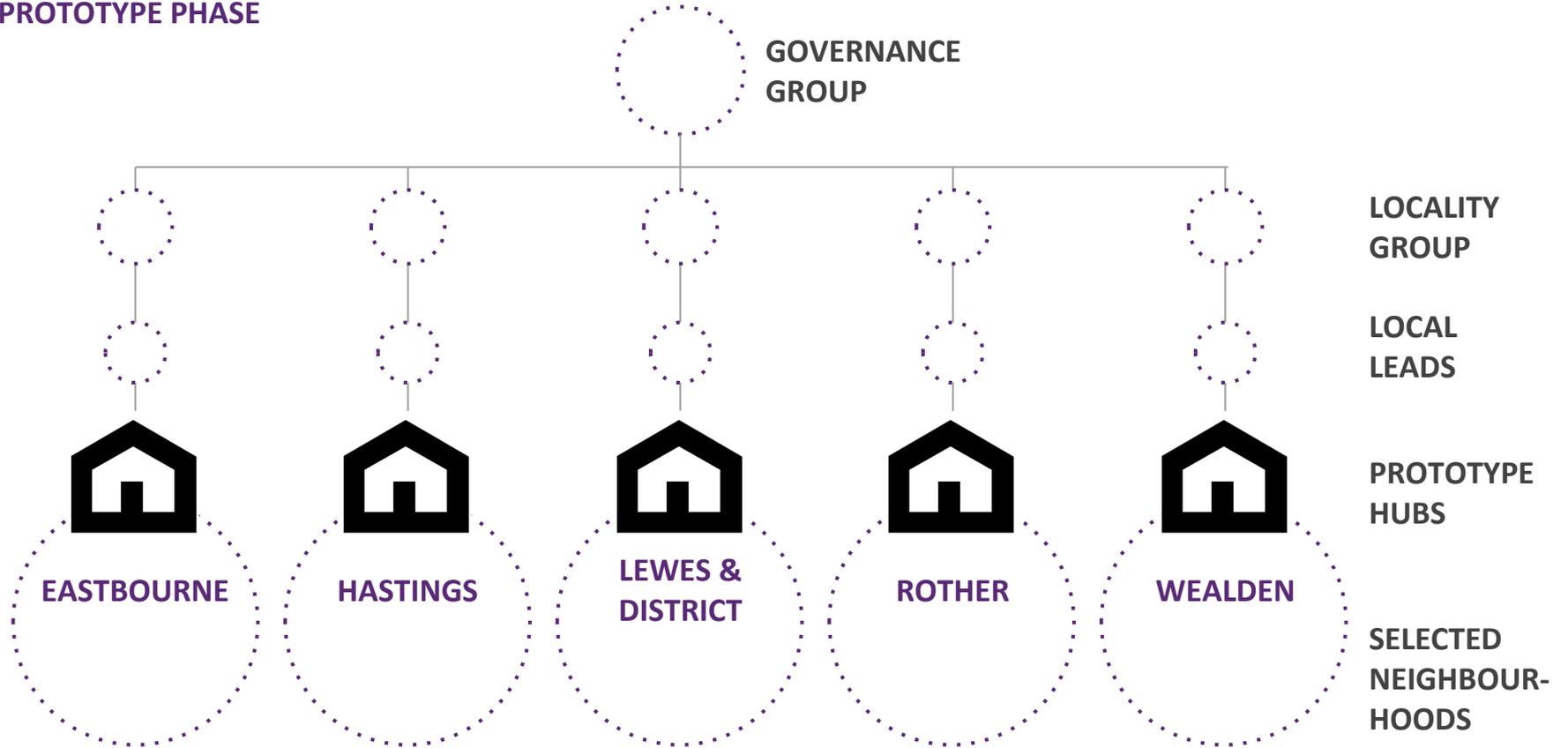
This fund is currently supporting The Firs in Hastings, The Pelham in Bexhill, two hubs run by FSN in St Leonards and Hollington, Hastings and another run by SCDA.

These hubs could represent a useful starting point, along with additional selected sites in other parts of the county.

The prototyping phase might take up to a year to set up - to create a collaborative governance group, to map existing hubs and understand how they work, to identify new potential hub sites and contract with existing ones and then for activity to start. Evaluation would need to be based on learning as opposed to performance and it might take another year for enough learning to inform next steps. However, the expectation is that this learning would enable the selection and implementation of further sites, prioritised by level of need.

Rural communities with populations spread over a greater area represent a different challenge - one that might require a radically different solution, such as the mobile hub option demonstrated by the Rural Coffee Caravan in Suffolk that has recently been replicated in Kent.

PROTOTYPE PHASE



**FULL ROLLOUT
(ACROSS ALL 5 DISTRICTS & BOROUGHES)**



Management options

Initially, the overall management of the model will sit with a team within the county council. This team will be made up of people from Public Health, Adult Social Care, Children's Services, Communities and Property with accountability held by the Exec. Director of Adults & Health.

This team will recruit a Governance Group made up of partners from Partnership Plus, VSCE Alliance, health partners and district and borough councils.

This group might form localised subgroups (labelled on the diagram as a locality group). In the prototyping phase this grouping may not be necessary, but as a wider rollout of hubs takes place localised insight and learning will become more necessary.

Each hub will be managed by an operating organisation

(labelled 'local leads' in the diagram) - typically a voluntary sector organisation or a smaller community organisation. The contractual arrangement should be less like a typical commissioning contract and more of a partnership agreement, with testing, learning and iterating built in. This partnership agreement should run for a long enough period to allow for long term planning (5+ years). Those leading existing hubs should be invited to share their experience and help shape plans or be invited into partnership.

Each hub will need it's own staffing arrangement, with team members being employed by the operating organisation. Funding should support the recruitment and development of high quality team members and enable them to take time to learn and share with their peers. The goal should be to supplement paid staff with volunteers over time.

Longer terms ideas for governance

After the prototyping phase and as the rollout progresses towards a more substantial network of hubs it might be appropriate to consider the formation of an independent entity to take the place of the governance group.

A Community Interest Company might be a suitable vehicle. Gloucester City Council established Gloucester Community Building Collective CIC after a successful community building pilot project. The CIC has senior officers on the board and has expanded the number of Community Builders working across the city to better connect residents in their communities.

This option would enable the Council to continue to actively drive and support the hub network with key partners playing an active role. All assets would need to be used to benefit the community and the CIC would be able to bid for external sources of funding which are not available to the Council.

CICs are limited companies which operate to provide a benefit to the community they serve. They are constituted with a membership and a board of directors, who govern the company to meet the needs of the members.

They are overseen by the CIC Regulator which is responsible for ensuring that the work undertaken by CICs is of benefit to the community. CICs are subject to an 'asset lock' which ensures that assets are retained within the company to support its activities or otherwise used to benefit the community.

Working together

In the workshop on January 27th system partners explored how they would need to work together in order to achieve their ambitions, which we have taken as a starting point for the ideas within this report:

COMMITTING TO THE LONG-TERM & RELEASING RESOURCES

- Develop business/governance models that have commitments from the public sector baked in, including support for using council owned land/buildings and favourable rules/planning policy to help communities use available spaces. Asset transfer could be key so that energy and activity can focus on delivering benefits.
- Use the vision developed in the workshop to create a jointly owned programme. Needs resources to ensure that it is able to be sustained. Accept that developing the programme will take time.

- For a true partnership we need to commit to working out how the money side of things can work for all parties and recognise the power imbalance that can be created through commissioned relationships.

SHARING RESPONSIBILITY & POWER

- We need to work together as a 'whole system', with VCSE organisations enabled to act as equal partners with an equal part to play in governance and development of the programme.
- Perhaps a steering group could be formed, to bring together all partners to develop a focused set of objectives and a clear collective rationale that enables all to set aside organisational differences.
- Clear and equitable partnership agreement would enable joint efforts between organisations to secure funding for development.

JOINING THINGS UP

- We need to be more joined up and overcome the fragmentation caused by our organisational boundaries. Services should be accessible conveniently in one place, no matter who's funding/delivering it.
- Joint ownership of all issues, with shared responsibility to solve problems, will be needed. Which will require partners to develop their understanding of each others' different positions.
- We will need to keep communicating with each other, across geography and areas of need (and national drivers / funded innovations - e.g family hubs).
- We should try to identify funding that can integrate wider strategy/policy areas.

BUILDING ON EXPERIENCE

- There are a lot of community venues and activities in the county. We need to know what's out there - what's available, where, for who - so we can signpost, learn and not duplicate.

- Existing hubs/venues in an area could build relationships to ensure that they collectively offer communities a whole suite of services/activities in collaboration rather than competition.
- Each existing community hub is a valuable resource. We should link them together so they can share and learn from each other - and support the development of new hubs.

DEVELOPING A NEW MINDSET

- To work together in this way will need a concerted effort. We will need to be flexible and open to new ways of working. We will need to keep networking, having open conversations and being open to new ideas.
- We'll need to disseminate and support this shift of mindset to staff.
- We need to recognise it can be challenging to deliver work when constantly looking for funds and find ways to longer term financial stability.

EMPOWERING COMMUNITIES

- We should let a thousand flowers bloom - the county can provide support and resources, enabling things to flourish at the neighbourhood level.
- It's important to support different groups and clubs within a community to meet and support each other and share resources and assets.
- We need to understand local need and support communities to be active in the way they want to be - join together as equal partners to support the needs of the people each hub would serve.

Financial benefit

The hub model should be understood as an upstream or early intervention approach, with the aim of supporting the capacity of the community to help itself and providing some specialist support where necessary. By working effectively at a community level the goal is to reduce demand for more costly downstream services in the future.

Research carried out at the Harlesden Hub in March 2018 observed that the hub was helping people to solve simple but pressing problems on the spot, solve more complicated and entrenched problems, address other issues beyond that which people first present with (and that they may not have thought to address) - as well as connecting with other people and participating more in community life.

Data from the same research shows that the key areas of

support are benefits, money, housing and homelessness, employment and general support / form filling.

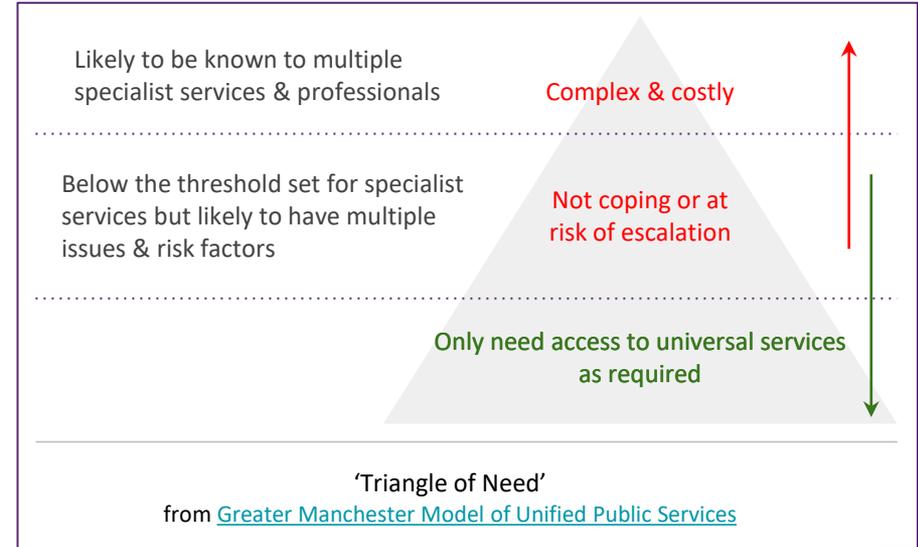
The community building aspect will have less focused goals. However, the ABCD programme 'Making It Happen' should give good indications of the impact of this kind of activity on particular neighbourhoods - and with it an indicator of what to expect in the neighbourhoods served by the hubs.

Example: GMCA

GMCA have developed the 'triangle of need' model to help them understand, and better respond to, both demand on services and need from a person's perspective.

The diagram shows three broad categories that individuals and families may fall into, and can move across, in the context of needs presented to public services.

Analysis shows that the majority (40-60%) of demand for public services is from those individuals/families in the middle of the triangle. They require more help than that provided by universal services but do not necessarily meet the thresholds set for specialist or acute services, often 'bouncing around the system', always on the edge of crisis but never quite getting the help they need from the traditional public service model.



Community hubs could play a key role in building a community's capacity to help each other to move/stay down the triangle, and provide specialist support where necessary. Cost benefits of various types of support are shown overleaf.

Support need	Potential cost benefit (Source: Greater Manchester New Economy Model)
<p>Benefits Housing Benefits and Council Tax Support – support with managing accounts, change in circumstances, including financial inclusion advice.</p>	<p>Not dealing with these issues early can lead to escalation of issues and potential risk of rent arrears or eviction. Incident costs are outlined under housing and homelessness below.</p>
<p>Housing & homelessness Housing needs, repairs, issues with landlords, risk of eviction and homelessness</p>	<ul style="list-style-type: none"> ● Average fiscal cost of a complex eviction: £7,276 per incident ● Homelessness advice and support – cost of homelessness prevention / housing options scheme: £699 per scheme ● Homelessness application – average one-off and ongoing costs associated with statutory homelessness: £2,724 per application
<p>Employment Support with setting up an email account, job search, CV writing, support into work</p>	<ul style="list-style-type: none"> ● Fiscal and economic benefits from a workless claimant entering work - JSA £10,321 per claimant per year ● Fiscal and economic benefits from a workless claimant entering work - ESA £9,091 per claimant per year ● Fiscal and economic benefits from a workless claimant entering work – Income Support £7,972 per claimant per year
<p>General support / form filling Support with reading letters and completing forms</p>	<ul style="list-style-type: none"> ● This could cover a range of areas e.g. missed medical appointments: £114 per appointment

Example: measuring the benefits of ABCD in Leeds

Leeds City Council has put significant efforts into proliferating ABCD across the city. Third sector organisations, funded by LCC, employ community builders who work with neighbourhoods to uncover and develop pre-existing assets, strengths and connections between people. Their aim is to help neighbourhoods to thrive by bringing people together and improving their health and wellbeing.

A study by Leeds Beckett University, commissioned by LCC, was conducted over a two-year period and looked at the functionality of the ABCD approach and its ability to be implemented in a wide range of communities both across Leeds and nationally.

It looked at how the ABCD model worked in practice evaluating the impact of three positive outcomes: people having good friends, individuals and organisations becoming better connected, and communities identifying and working together to bring about the changes they want to see.

The pilot study was conducted on two pathfinder sites, at differing stages of development. The estimated SROI (Social Return on Investment) value for the more established site is within the range of £5.27 - £14.02 for every £1 invested. A social value was also calculated for three individuals, with estimated results varying from between £7,025 to £30,502 per individual.

Key outcomes for communities included:

- Increased friendships and stronger social connections
- Neighbourliness – lots of volunteers stepping up
- Local groups forming and blooming – generating new social activities
- Community Builders connecting with people who they were not in touch with before
- Natural progression as groups grew. Outcomes for residents included increased self-worth, a sense of belonging and reduced social isolation.

The importance of buildings

A suitable building is at the heart of each hub's success. Existing hubs have made good use of repurposed hotels, pubs, church halls and redundant retail space.

As shown overleaf ownership of the building is central to the financial sustainability of a hub, providing not only revenue from hire but also collateral for investment.

In many cases communities have come together to buy assets through community share offers. This often galvanises people to see themselves as part of a community and kickstarts the momentum needed once the asset is bought and an operating organisation needs to form to manage it.

In the case of this network of hubs the role of the councils in providing buildings needs to be clarified. In Redbridge,

for example, the community hubs programme has been driven from a property perspective. The need to rationalise the maintenance requirement for old, no longer fit for purpose buildings, initiated a programme to identify appropriate sites for new build hubs and engage with communities to define their purpose.

Barking & Dagenham are using s106 and CIL funds to provide community space in new developments and many other councils are using the Asset Transfer mechanism to divest costly and/or redundant buildings, while also ensuring they remain for the benefit of the community.

The property management team of the county council and district and borough councils should be engaged early to identify possible properties and work through the options for transfer.

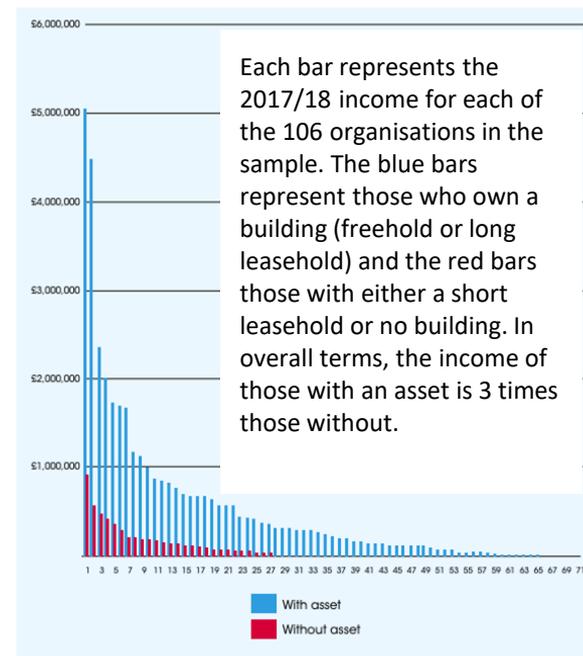
The benefits of asset ownership

“Asset ownership, when successfully accomplished, can strengthen the balance sheet of an organisation, increasing long-term resilience and providing a buffer against future shocks. It can also provide collateral to attract investment for future growth. Moreover, successful asset ownership can help to grow confidence, changing the relationship with other organisations and institutions in the area, and building a collective sense of pride within a community.

Across the accounts sample, 72 organisations (67%) had ownership of at least one community building. For the purposes of this analysis, ownership means either freehold or a long leasehold (at least 25 years). As can be seen from the chart below, the income level of those who own such an asset is three times of those who do not. This is in part because the building can generate income from rents and room hire, but also because long-term ownership of a building increases the capacity and ability to plan for and deliver contracts and wider services.”

From: Community hubs - Understanding survival and success, Power to Change & Local Trust

Income for 2017/18 Shown by whether a community hub owns a building (freehold or long leasehold)



Recommendations

Suggested next steps to bring the vision to life

Recommendation 1:

Recruit a Collaborative Governance Group made up of partners from Partnership Plus, VSCE Alliance, health partners and district and borough councils.

Why should we do this?

- Our research and engagement activities has surfaced a significant number of existing hubs in different locations across the county. Often these were previously unknown to the people we have been working with.
- A programme of new hubs that doesn't take account of what's there already runs the risk of duplicating resources and alienating the organisations and communities running and benefiting from these hubs.
- Mapping existing hubs will enable a wise use of resources, identify opportunities to learn from, and potentially partner with successful hubs, as well as spotting any gaps in provision.
- Our recommendations for tackling loneliness include assessing social infrastructure in key neighbourhoods to identify gaps, overlaps and best practice. This mapping exercise could form a starting point for the wider assessment.

CONSIDERATIONS

- Many of the existing hubs are operated by VCSE organisations likely to be recruited into the Governance Group. This may enable access to financial information useful to modelling costs for any new hubs,
- These hubs could provide useful bases for the advice and support offer, enabling current operators to extend the value of the hub to the community alongside earning additional revenue for hosting the service.

Recommendation 2:

Establish an interdisciplinary delivery group with representation from Public Health, Adult Social Care, Children's Services, Communities and Property with accountability held by the Exec. Director of Adults & Health.

Why should we do this?

- Community wellbeing is a cross-cutting issue that goes beyond the remit of an individual directorate to successfully reshape.
- In our Loneliness Insights report we identified how legitimate decisions made about asset disposal, transport, housing and the built environment can directly contradict investments and efforts being made by colleagues in other departments.
- The ability of community hubs to have a positive impact on community wellbeing within specific neighbourhoods will be dependent on the seamlessness with which they can provide a base for community connections, alongside a strong advice and support offer in an easily accessible, well-managed, affordable building.
- An interdisciplinary team is crucial to coordinating internal resources and supporting the Collaborative Governance Group.

CONSIDERATIONS

- There are many activities underway in the county that provide valuable learning opportunities for community hubs. In particular, Asset Based Community Development, Age Friendly Communities, the HAIRE project and social prescribing all share an asset-based, participatory approach to building connections within and between communities.
- As a focal point for connecting communities the hubs could become platforms from which these activities and others like them could be delivered.
- This will require greater internal connectivity to spread awareness of related initiatives.

Recommendation 3:

Undertake a mapping exercise to understand the number and nature of existing hubs, which communities they serve and how.

Why should we do this?

- A key feature of the successful pandemic response was the collaboration across the system to ensure that no-one was left behind. This has created a model for a way of working that cuts across organisational boundaries and enables a collective contribution to achieve better outcomes for residents.
- The delivery of a network of community hubs presents an opportunity to further develop this model and build relationships between different parts of the system.
- The VCSE holds the closest relationships with communities, meaning they hold invaluable insight and experience from which to build a localised hubs approach, that can also house a core advice and support service. Working together across the system to define and test this combined offer holds a higher likelihood of success than a more transactional approach.

CONSIDERATIONS

- Traditionally a programme like this might be owned and run by the local authority with a VCSE partner commissioned to deliver a hub as a service. However, this assumes that there is a known specification against which the partner would deliver and be evaluated. As the specification is as yet unknown, a prototyping approach would require a learning partnership between the different parties, and a different kind of commissioning relationship.

Recommendation 4:

Define a core offer for advice and support to be delivered from hubs.

Why should we do this?

- Although it's crucial that each hub hosts connecting activities that are bespoke to the needs and assets of the local neighbourhood, a core offer of advice and support offer will also be critical to their success. This will ensure that a consistent level of access to advice is offered from each hub and that those needing further support can be triaged into any part of the system.
- This is a service that could be delivered by a VCSE partner, perhaps with the help of volunteers recruited from local areas. For example, a VCSE organisation could manage the hub as a 'local lead' with the advice offer being delivered by a voluntary organisation such as the local CAB.

Recommendation 5:

Use data and local insight to identify one neighbourhood in each District and Borough that would most benefit from a community hub.

Why should we do this?

- For the prototyping phase one neighbourhood in each District and Borough needs to be identified as a good test location for a community hub.
- Data insight could be used to find neighbourhoods where there is a high level of demand for multiple services. This could be qualified by local partners who understand the stories behind the numbers.
- Overlaying the results of the mapping exercise would enable the identification of existing hubs that are sited in neighbourhoods of interest. These hubs could then be approached to assess whether a partnership may be possible.
- If no hubs exist in neighbourhoods of interest then a new hub might be appropriate - in which case a suitable building would need to be identified, along with an operating organisation.

CONSIDERATIONS

- The data insight exercise could help set a benchmark against which changes overtime could be judged to get a sense of what impact the hub is having.

Recommendation 6:

Recruit Local Leads to develop a prototype hub in each location - either as extension of an existing hub, or a new one, depending on results of mapping exercise.

Why should we do this?

- Each hub will need to be managed by an organisation with close connections to the local community and the ability to take an ABCD approach to building relationships. Hubs should not be run by a public sector organisation, as then they will be too firmly focused on services to fulfil the ambitions set out above.
- Local Leads could be small community organisations or larger VCSE partners. They should not be for-profit companies.
- Each prototype hub will probably develop differently, according to whether it's a partnership with an existing hub or the development of a new one. They will also run to different timetables. However, they should follow a similar approach and be open to learning from each other and from the governance group. This will enable the collective learning that will drive a successful rollout.

Recommendation 7:

Create learning & evaluation framework and bring together Local Leads to share learning on monthly basis.

Why should we do this?

- As identified in our recommendations for tackling loneliness, complex, cross-cutting issues like community wellbeing are influenced by many actors and factors outside the control of the system partners. In this context it is not possible to specify exactly what will be successful in each location so ongoing, shared learning opportunities will be central to the ability of the Local Leads to adapt and improve their practice.
- Forming partnership relationships with the Local Leads, rather than transactional commissioned relationships will encourage the Leads to collaborate with each other, rather than compete. This will help them develop a shared learning framework, benchmarks and evaluation criteria. These can then be used to inform future iterations and wider rollout of the network of hubs.

CONSIDERATIONS

- The Liverpool City Region Combined Authority (CA) took a learning approach to developing their Housing First pilot across the city region. How this works is detailed in [this case study](#).

Recommendation 8:

Review and iterate until ready to rollout to additional neighbourhoods.

Why should we do this?

- The end goal is to have a county-wide network of community hubs, serving those neighbourhoods most in need.
- Creating a collaborative governance structure and working with local partners to develop both a core and localised offer is not something the council has done before. Therefore framing the first phase as a prototype and basing the whole approach on collective learning and iteration is crucial to getting to the point where a wider rollout will be possible.

CONSIDERATIONS

- This approach will take time, which should be baked in to the understanding and expectations of those in power.
- This is likely to be a very different way of delivering a programme of work so will need to be protected and supported as the organisation adapts.

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Appendix 1:

What was learned about community hubs from the pandemic response?

East Sussex Community Hubs ethos:

‘Somewhere you go for help’

‘No-one left on their own’

‘No wrong door’



Critical success factors for sustainable Community Hubs

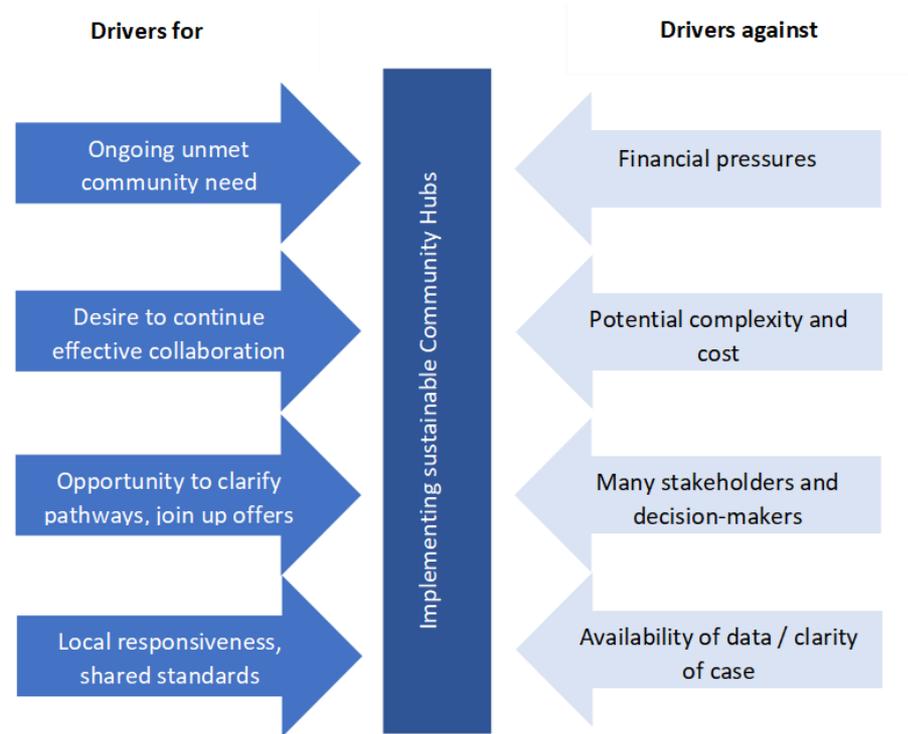
Clarity of Community Hubs' purpose, based on need, was most frequently raised as critical in all discussions. It was followed by momentum and clarifying how hubs relate to other parts of the system.

1. Clarity of purpose & business case
2. Momentum, energy & shared purpose
3. Clear need, scope, interfaces
4. Benefits for all partners & community
5. Ownership & clear roles
6. Info sharing & comms
7. Secure ongoing funding
8. Match to councils' statutory duties
9. Sufficient capacity to meet demand
10. Involving VCSE, including micro-providers

From: Summary of Community Hubs Initial Discussions, June 2020

Drivers for and against sustainable Community Hubs

Responding to community need which is below statutory levels, but has been exacerbated by the pandemic, was seen as a key driver for action. The challenging financial outlook for all partners in the medium term was the strongest driver against sustainable Community Hubs.



From: Summary of Community Hubs Initial Discussions, June 2020

What to take forward into next phase

- Ways of working - partnership & collaboration
- Ethos & clarity of purpose
- Consistency of core offer, with flexibility to respond to local needs
- Engagement with communities, co-design baked in
- Mobilisation and support of volunteers
- Awareness and respect for what's already there

From: Summary of Community Hubs Initial Discussions, June 2020

Appendix 2: Examples of different types of community hub from elsewhere

Brent hubs

Successful pilot in Harlesden led to a network of 6 hubs developed around existing locations, mainly libraries. Focus is on making it as easy as possible for people to get the help they need when they need it.

Designed as safe and welcoming spaces, hubs have shown that, where there's local expertise available, the council doesn't always need to be the main service provider. Instead, they aim to create the environment that helps residents find the right support from those best placed to offer it.

- Core support offer defined alongside CAB: housing advice, employment support, money management, wellbeing, benefits, food bank access, digital inclusion etc
- Hubs offer space for local organisations, voluntary and community sector services to work together under one roof and provide a more localised service.
- Each hub is designed to respond to local needs, building on a common set of core components:
 - A clear governance structure with community leadership
 - A core offer of advice
 - Access to a range of information, support and guidance
 - A community space and a programme of community activities

From: <https://democracy.brent.gov.uk/>

1

- Instigated and operated by council
- Co-located multi-agency & VCSE services
- Some space for community orgs
- Some social space



Also prototyping alternative specialist hub models:

- **Domestic Abuse Hub**
access to domestic abuse support and services in one place, operating once a week as a drop in.
- **Family Hub**
Multi-agency & community support for young people on the edge of care and their families. Building on work of children's centres.
- **Central Middlesex Hospital Community Hub**
Hub within a health setting offering support and advice for patients, family and friends, visitors to the hospital, staff and local people.

Aberlour Community Hub

Aberlour Child Care Trust is a Scottish charity offering support and services to children, young people and families, including those affected by parental substance misuse in Dumfries and Galloway.

- Community Hub in North West Dumfries opened after 18 months of community engagement
- Secured on a low-cost short-term lease with Dumfries and Galloway Council, working towards community asset transfer.
- Hub has a community fridge and freezer, community washing machines (in partnership with Dumfries and Galloway Housing Partnership), a clothing and school uniform bank, a community library and reading support, garden space and flexible meeting/family time rooms.
- Development of hub has helped secure funding for new projects:
 - Families2gether provides transitional support for family members returning from prison
 - Communities2gether provides a Community Connector to develop the local hub and two caretakers to extend availability across evenings and weekends.

2

- Instigated & operated by charity, shaped with the community
- Commissioned activity provides / supplements public services
- Provides community facilities & social space



<https://www.humanlearning.systems/uploads/Aberlour.pdf>

Bromley by Bow Centre

The Bromley by Bow Centre in East London is a pioneering charity that combines an extensive neighbourhood hub with a set of 3 GP practices and a community research project.

The Bromley by Bow Model is based on delivering integrated support that empowers people by addressing both their health needs and their wider social needs at the same time.

- Helps people address concrete, material needs – i.e. resolving a debt, securing benefits, accessing training or ESOL classes, addressing physical health issues.
- Delivers a diverse range of projects based on a unique model that combines social entrepreneurship, the arts, learning, social support, horticulture and holistic and integrated health programmes.
- Supports families, young people and adults of all ages to learn new skills, improve their health and wellbeing, find employment and develop the confidence needed to achieve positive outcomes.

“Two years of embedded research shows two very different organisations – one a community anchor and one a partnership of GP practices – who combine a diverse offer with a shared mechanism: connection.

Connection as a mechanism is well suited to community-based approaches like Bromley by Bow because it accounts for the diverse, organic and adaptive nature of community life. Connection happens in Bromley by Bow in myriad forms. It can involve people finding their own sense of self and purpose and personal resources. Connection can involve finding others through conversation and friendship. Connection can also mean linking people into formal services, education and or the opportunity to have a sense of reciprocity and contribution.”

From: <https://www.bbhc.org.uk/>

3

- Emerged from community, developed in partnership with health service
- Joint community activity & service delivery space



Bromley by Bow Health has 26,000 registered patients at its three GP practices. The reach spreads across three wards in Tower Hamlets (population of 37,340)

Bromley by Bow Centre reaches approximately 7,500 people a year. It is based in one ward in Tower Hamlets (population of 9,354), but delivers activities across multiple London Boroughs and 20+ venues in East London.

LS14 Trust, Seacroft Hub

The LS14 Trust was set up in 2009 by a group of local people who wanted to work together to change the communities that they loved across Seacroft, Swarcliffe and Whinmoor.

- Operates from a converted office on a parade of shops in the heart of Seacroft. With the help of local tradesmen and volunteers, space has been transformed into a drop-in centre with a cafe, digital lounge, training room, hot desks, art room and roof garden. Has over 1,000 local members who live within a 3 mile radius of the centre.
- The Trust hosts one of Leeds City Council's ABCD Pathfinder sites. Leeds CC ASC deliberately targeted organisations they had little relationship with, to move as far away as possible from social care 'service land' to organisations that were rooted in communities.
- Working to the ABCD Framework (Community Builder, Community Connectors, Small Sparks funding, Asset Mapping), the Trust builds social connections within the community and supports friendships to develop.
- A wide range of new, self-sustaining groups have been established around the interests of local people - including book clubs, social groups, gardening clubs, a local market stall and a group improving cycling facilities.
- A community builder at LS14 Trust worked with a wellbeing programme to help a group of women set up a new micro enterprise.
- Leeds Council has now supported a total of 12 pathfinders sites. All use the same model to support communities to be inclusive and welcoming to all. Some have a specific focus such as supporting people with learning disabilities to be better connected to their community (Horsforth and Beeston), supporting Carers (Harehills) or supporting literacy.

4

- Emerged from and led by community org
- Primarily community activity space
- Volunteer-led & commissioned activity supplements public services



<https://forumcentral.org.uk/wp-content/uploads/2020/09/Executive-Board-Report-ABCD-Sept-2020-final-BG-1.pdf>

The Bevy Community Pub, Brighton

- A community-run pub, cooperatively-owned in the heart of Moulsecoomb in East Brighton - the only community pub on a housing estate in the whole of the UK.
- The only pub serving 18,000 residents in an area in the top 5% of deprivation in the country.
- Originally opened in 1937, it was closed after licence revoked due to anti-social behaviour. Bought through community share issue - 700+ local shareholders bought shares at £10 per share - and grants.
- Reopened five years ago - the Bevy now provides a place for people to come together for lunch clubs, dementia cafes, cooking lessons, arts and crafts sessions, family fun days, breakfast, music nights, pub quizzes, or simply for a pint and a chat.
- Work with local charities, schools and community groups to host events designed to tackle loneliness and social isolation.
- The Bevy prioritises provision of healthy, accessibly priced food in an area with considerable food poverty, providing not just nourishment but opportunities to connect.

- Emerged from and led by community
- Primarily social space
- Volunteer-led activity supplements public services
- Hosts pop-up services (e.g vaccination)



Award-winning volunteer-led 'meals on wheels' service delivered 15,000+ meals to vulnerable people throughout the pandemic.

From: <https://www.thebevy.co.uk>

Rural Coffee Caravan / Suffolk

Rural Coffee Caravan is a charity that helps to tackle isolation and loneliness by providing a mobile pop-up cafe and information hub, free to communities and open to all.

- Funded through grants and sponsorships from local councils, businesses, charitable foundations and individuals.
- 3 caravans, staffed by 4 employees and 50+ regular volunteers.
- 200+ village visits every year - providing all who come with a welcoming space to have conversations and make meaningful connections with their neighbours.
- Caravans carry information to support neighbours with things that are on their mind - from signposting to local support services through to other voluntary initiatives that help people build relationships and stay connected.
- Working relationships with GP practices and social prescribing services.
- Brampton, a rural Suffolk village of 500 residents had no social spaces left in the village with the pub and shop long closed - visits from RCC helped community rebuild relationships, leading to the revival of the village hall and its committee..
- Working with The Cares Family and other intergenerational projects to explore Exploring how to adapt the model to support young people in rural communities.



Model has inspired The Rural Kent Coffee and Information Project (the Coffee Caravan).

From: <https://ruralcoffeecaravan.org.uk/>

Appendix 3:

Engagement participants

Thanks to all our interviewees

- Darrell Gale, East Sussex County Council
- Catherine Watson, East Sussex County Council
- Nick Skelton, East Sussex County Council
- David Plank, Wealden District Council
- Victoria Conheady, Hastings Borough Council
- Jessica Britton, NHS East Sussex Clinical Commissioning Group
- Stanley Riseborough, Sussex Partnership NHS Foundation Trust
- Neil Blanchard, Southdown
- John Routledge, East Sussex Community Voice
- Steve Manwaring, Hastings Voluntary Action
- Claire Cordell, RVA
- John Williams, 3VA
- Alan Bruzon, Citizens Advice Eastbourne
- Penny Shimmin, Sussex Community Development Association
- Steve Hare, Age UK East Sussex
- Rachel Travers, AMAZE
- Mebrak Ghebreweldi, Diversity Resource International
- Michelle Gavin, Friends, Families and Travellers
- Chris Cook, Sussex Clubs for Young People
- Seanne Sweeney and Bryn Mabey, Lewes District & Eastbourne Borough Council
- Alex Ellison & Linda Baker, East Sussex Fire & Rescue Service
- Derek Andrews, Eastbourne Rainbow
- Lucie Venables, Office of the Sussex Police & Crime Commissioner (OSPCC)

Workshop participants 27.1.22 (48)

- Adrian Barrott, Sussex Community Foundation
- Becky Marshall, Service Manager SPFT
- Ben Brown, ESCC
- Candice Miller, East Sussex CCG
- Carole Dixon
- Celia Lamden, ESCC
- Chris Cook, CEO Sussex Clubs for Young People
- Christine Henham, SPFT
- Claire Cordell, Rother Voluntary Action
- Claire Tredgett, Hastings assessment and treatment team
- David Bishop, ESCC
- Faustina Bayo, Action in rural Sussex
- Fiona Streeter, East Sussex CCG
- Gill Cameron-Waller, Wealden DC
- Glen McCready, SPFT
- Helen Bowman, ESCC
- Holly Aquilina, ESCC
- James Morton, East Sussex CCG
- Jennifer Twist, CEO Care for the Carers
- John Williams, 3VA
- Julie Neil, ESCC
- Kat Jenner, Wealden District Council
- Keith Hoare, Sussex CCG
- Kenny Mackay, ESCC
- Kevin Bottrell, Action in Rural Sussex
- Lisa Simmonds, ESCC
- Lourdes Madigasekera-Elliott, ESCC
- Mair Reardon, CAMHS
- Mark Hendriks, ESCC
- Martin Dominy, Southdown
- Michaela Richards, ESCC
- Nikki Tweedle
- Paul Rideout, ESCC
- Penny Shimmin, SCDA
- Polly Eason, Action in Rural Sussex (AirS) Housing Hub
- Rachael
- Sally Staples, ESCC
- Sara Griffith, Wealden DC
- Steven Haasz, Action in Rural Sussex
- Steve Hare, CEO Age UK East Sussex
- Steve Mainwaring, HVA
- Sue Payne, SPFT
- Teresa Blunt, East Sussex CDS SPFT
- Terry Hume, ESCC
- Tom Hook, ESCC
- Tracey Rose, CEO of FSN
- Viki Ashby, East Sussex CAMHS
- Vicky Smith, ESCC

Workshop participants 28.2.22 (29)

- Adam Hodgkin, Southdown
- Ben Brown, ESCC
- Claire Cordell, RVA
- David Bishop, ESCC
- David Kemp, ESFRS
- Education Futures Trust (business manager)
- Emma Dean, ESCC
- John Routledge, East Sussex Community Voice
- John Williams, 3VA
- Laura Clarke, Eggtooth
- Lourdes Madigasekera-Elliott, ESCC
- Mark Adams, Rother DC
- Mark Hendriks, ESCC
- Martin Dominy, Southdown
- Michaela Richards, ESCC
- Ollie Jeffs, The Pelham
- Paul Rideout, ESCC
- Penny Shimmin, SCDA
- Rachel Sweeney, East Sussex Libraries
- Richard Lawless, EFT
- Sally Staples, ESCC
- Sara Griffith, Wealden District Council
- Steve Manwaring, Hastings Voluntary Action
- Teresa Blunt, East Sussex CDS SPF
- Terry Hume, ESCC
- Tom Hook, ESCC
- Tracey Rose, FSN
- Vicky Smith, ESCC
- Viki Ashby, SPFT