

**ASSESSMENT CATEGORY: Cornerstone Fund**

**H4All Community Interest Company**

**Adv: Jenny Field**

**Amount requested: £336,594**

**Base: Hillingdon**

**Benefit: Hillingdon**

**Amount recommended: £336,600**

**The Partnership**

H4All is currently a Community Interest Company (CIC) formed in September 2015 by five leading voluntary sector social care providers in Hillingdon – Hillingdon Carers, Age UK Hillingdon, Disablement Association Hillingdon (DASH), Harlington Hospice and Hillingdon Mind. You either currently do have, or have had, a funding relationship with each of the five charities.

H4All has a proven track record of working closely with the CCG and, as one of the four 'pillars' of the Hillingdon Health and Care Partnership, of working with the other three 'pillar' organisations:

- Central and North West London NHS Foundation Trust
- The Hillingdon Hospital NHS Foundation Trust
- Hillingdon Confederation of GPs.

A copy of the Alliance Agreement amongst these four has been provided in support of this application.

H4All has five main areas of activity:

- Provision of a wellbeing service for over-65s, commissioned by Hillingdon Clinical Commissioning Group (CCG). Data collected pre- and post-intervention is cross-referenced with GP-held patient records and, in its pilot year, H4All was able to demonstrate savings of £682,000 to the local health and care economy.
- The development of a building in the borough as a community resource for the sector on behalf of the charitable trust that owns the building.
- The development of a shared finance function across three of the five H4All sovereign charities.
- The centralising of a counselling service across three of the five partner organisations.
- Capacity building support for voluntary sector groups that provide health and wellbeing services for local residents.

It is in the process of changing its legal status to a Charitable Incorporated Organisation in order to enable it to merge with the local trust mentioned in the second bullet point above and acquire the community building as an asset. Your terms and conditions of grant include the statement that:

*"Whilst the grant agreement is in place we will get your written consent before:*

- (a) Making changes to our legal structure or to our governing document concerning our aims, payments to members or to members of our governing*

*body, the transfer of our assets (whether or not our organisation is merged or dissolved), ..."*

*This has been brought to the attention of H4All.*

### **The Proposal**

H4All is one of 11 organisations that went through the first stage of Round 1 of the Cornerstone Fund<sup>1</sup>. It was awarded a development grant of £20,000 in order to work up its second stage proposal, the subject of the proposal before you today.

It is widely recognised that there needs to be a radical change in approaches to the commissioning and delivery of community health services. Since its inception, H4All has been engaged with health professionals and advocated the need to consider the impact of social issues on general health, and, more broadly, on the transformational potential of a holistic approach to health and of the role civil society can play in this area.

During the last three months, H4All has used its £20,000 development grant to work as part of a multi-disciplinary team to shape the development of 8 or 9 Integrated Locality Neighbourhood teams. The proposed Neighbourhood Health 'hubs' will be led by General Practice and will align community and hospital services against the needs of the population in the identified neighbourhoods. This will allow the needs of the communities concerned to drive commissioning, rather than trying to fit people into established, and often inflexible delivery systems. Each neighbourhood 'hub' will cover a population of around 30-50,000 residents and the CCG considers these to be the future basic delivery units of integrated care.

The CCG considers the voluntary sector as a critical and essential player to achieve the requisite changes. H4All is currently working with the CCG in planning three prototype neighbourhoods (of the total of 8 or 9 in total envisaged in this proposal) which will go live in April 2019. This will use 'Learning Lab' methodology (a community-led evaluation framework developed by the CCG's Deputy Chief Operating Officer) in order to inform the roll out more broadly across Hillingdon.

During the roll out phase, each Neighbourhood Health 'hub' will have a set of priorities based on the mental, physical and social needs of their particular area. These priorities will be coupled with a strong focus on preventing ill health, reducing GP appointments and hospital admissions and, supporting people to gain control of their own health and wellbeing.

Each neighbourhood will have a team made of local GPs, nurses, mental health practitioners, social workers, pharmacists, Care Connection teams and the voluntary sector. H4All will support the development and structuring of the voluntary sector to mirror the restructuring of statutory services.

H4All has designed its proposal in consultation with over 40 voluntary groups and organisations, together with a broader range of stakeholders from across the local authority. This has enabled it to identify the key areas of support the sector has

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<sup>1</sup> The Cornerstone Fund is the Anniversary Infrastructure Support programme of £3m originally which you have developed in partnership with a cross-sectoral advisory group and in consultation with the voluntary sector in London.

identified to enable it to better deliver health and wellbeing outcomes (although this consultative process will be ongoing and the range of support needed will therefore be organic). For example, a consultation event with members of the Interfaith Network allowed them to articulate how well-placed they are to support community health and wellbeing but, at the same time, they are a long way in having a voice in health commissioning. This proposal aims to address such issues.

### **Cornerstone Fund Outcomes**

H4All has outlined how it meets the five 'headline' outcomes of the Cornerstone Fund Outcomes Framework:

- **Capacity and capability:** For example, increased capacity (including through including peer support) amongst smaller organisations to deliver health and wellbeing outcomes develop their capacity.
- **Co-production:** For example, co-produced social prescribing programmes with the local voluntary sector and residents leading to improved health outcomes.
- **Data and intelligence:** For example, the shared use of PAM (Patient Activation Measure) and GP-held data will provide the evidence for increased impact at the local level.
- **Voice and influence:** For example, voluntary groups have the skills, knowledge and confidence to engage with decision-making in health and care commissioning.
- **Collaboration:** For example, improved co-ordination and collaboration across both the voluntary sector and cross-sectorally.

### **The Recommendation**

The commitment of the five sovereign charities of H4All to 'systems change' and collaborative working is impressive. Also present at the assessment meeting were LB Hillingdon's Head of Health Integration and Voluntary Sector Partnerships, as well as the CCG's Deputy Chief Operating Officer. It was clear that all parties are highly committed to bringing about structural change in health commissioning and service delivery.

**£336,600 over three years (3 x £112,200) towards a collaboration to improve health and wellbeing outcomes for residents in LB Hillingdon.**

### **Financial Information**

As a relatively young organisation, H4All has yet to formulate a reserves policy and its free reserves are very low. It plans to develop its reserves policy over the coming months. When it merges with the local trust and acquires the building, there will also be an unrestricted sum of approximately £80,000 that will be transferred from the trust to the CIO which will improve its reserves position substantially. Currently, H4All does not directly employ any staff; these are seconded from the five sovereign charities, thereby reducing the risk.

**Year end as at 31st March**

|   | <b>2017 Audited<br/>Accounts<br/>£</b> | <b>2018 Audited<br/>Accounts<br/>(unsigned)<br/>£</b> | <b>2019 Budget<br/>£</b> |
|---|--|---|--------------------------|
| <b>Income &amp; expenditure:</b>            |  |   |                          |
| Income                                      | 451,519                                | 411,443   | 471,605                  |
| - % of Income confirmed as at 03/12/2018    | n/a                                    | n/a   | 100%                     |
| Expenditure                                 | (446,584)                              | (406,022)   | (469,824)                |
| Total surplus/(deficit)                     | 4,935                                  | 5,421   | 1,781                    |
| Split between:                              |  |   |                          |
| - Restricted surplus/(deficit)              | 0                                      | 0   | 0                        |
| - Unrestricted surplus/(deficit)            | 4,935                                  | 5,421   | 1,781                    |
|   | 4,935                                  | 5,421   | 1,781                    |
| Cost of Raising Funds                       |  |   |                          |
| - % of Income                               | 0.0%                                   | 0.0%  | 0.0%                     |
| Operating expenditure (unrestricted funds)  | 62,456                                 | 40,653  | 52,200                   |
| <b>Free unrestricted reserves:</b>          |  |   |                          |
| Free unrestricted reserves held at year end | (1,991)                                | 6,893   | 8,674                    |
| No of months of operating expenditure       | -0.4                                   | 2.0   | 2.0                      |
| Reserves policy target                      | 15,614                                 | 10,163  | 13,050                   |
| No of months of operating expenditure       | 3.0                                    | 3.0   | 3.0                      |
| Free reserves over/(under) target           | (17,605)                               | (3,270)   | (4,376)                  |