Independent Feasibility Study

Dudley Based, One Stop Pop-up

Shops for Social Care,

Support Information, Advice & Guidance

What next. . .?
Money Saved. Quality Assured.

Independent Feasibility Study

**Dudley Based
One Stop Pop-up Shops for
Social Care, Support Information, Advice & Guidance**

Report Commissioned by
Safe & Settled
http://www.safeandsettled.co.uk/

Funded by
Dudley MBC Innovation Fund

Delivered by
Wider Impact Consultancy
www.widerimpact.com

Wider Impact Consultancy, August 2014

Contents

1.0 Executive Summary

1.1 Introduction

Funded by the Dudley MBC Innovation Fund and commissioned by Safe & Settled, Wider Impact Consultancy Ltd has been commissioned to carry out an independent study into the feasibility of the concept of 'Pop-up Shops' (**The Project**) for social care, information, advice and guidance. Aims of the Project are to provide people needing care and support and their families with an accessible places to go where they will get the timely, comprehensive, accurate information and support that they need.

1.2 Our Approach

Central to our approach has been the formation and direct involvement of a multi-agency Project Group, whose role has been to direct both quantitative and qualitative research and respond to findings, which have included an option appraisal and decisions on the way forward.

Quantitative (Desk) research has included collation and scrutiny of related [Social Care] demographic statistics and information, Government legislation, such as the Care Act, local authority strategies such as *Making it Real in Dudley and* multi-agency strategies such as Dudley MBC / Healthwatch Dudley Community Information / Contact Point Network / Information Champions, and the Safe & Settled Community Connectors project. Due note has also been made of delivery models / concepts such as Social Supermarkets, Pop-up Shops, Meanwhile Shop Leases, social media and the current and potential role of the Dudley Library and Archives.

Steered by two Project Group workshops, qualitative (Field) research has included a service users survey, meetings / interviews with key stakeholders, and observational studies of three existing, speculative and potentially failing similar [Social Department Store] projects / buildings.

1.3   Findings

It is apparent that whilst the concept of 'Pop-up Shops' is likely to play an integral role in meeting the current and future demands of a market place influenced by an aging, less healthy population, Government legislation and the effects of austerity on third sector organisations, such a delivery mechanism is more likely to be most effective when linked to a '**wheel and spoke' model** that involves the concept of a '*Social Department Store'* at its centre.

Championed in Germany, the concept of a third sector led Social Department Store is not new; however when linked to concepts such as a high quality, **third sector led** 'one stop shop' approach and innovative and flexible [Pop-up Shop] approaches that adopt the model of localisation, the model of delivery favoured by the Project Group certainly has the potential to make a positive difference in Dudley.

Described as a town centre based **Health and Social Care Department Store**, favoured [Project Group] attributes include:

- o   'Physical' presence – a building
- o   Central / **accessible** to service users
- o   Potential asset transfer from the local authority
- o   **Quality** / innovative – '*The Apple Shop of getting older'*
- o   *'Breaking the mould' – 'new and refreshing!'*
- o   **'Customer' focused** – front-line, delivering what is 'needed' and valued
- o   Formal [statutory] and informal delivery of front-line services
- o   Including **preventative** options
- o   Agencies based / working under one roof
- o   Sharing resources / overheads
- o   Integrated services
- o   Self-sustaining **'Social Enterprise'**
- o   Managed / delivered by third sector agent / agencies

The description of such a destination being the '***Apple Shop*** *of getting older'* is an appropriate analogy for the outcomes that the Project Group are seeking from the Project.

> *** The Apple Store Concept**: *'…. And that was the challenge (with only four products). But it ended up with being the ultimate opportunity, because we said, because we don't have enough products to fill a store that size, let's fill it with the* **ownership experience** *–* **Genius Bars**, **theaters**, *and* **face-to face help** *and* **friendly people**….' **Steve Jobs**

Based on research findings**, there is a need for Project**, and the concept of a third sector led, centrally based '***Social Department Store'***, supported by delivery mechanisms such as Pop-up Shops, Meanwhile Use Leases and innovative uses of social media is apparently feasible.

As highlighted in this report, it is essential that due note must be made of existing and complementary projects and initiatives; and it will also be important not to lose sight of the role of existing community facing organisations such as Dudley Libraries and Archives can play in the delivery of Project aims and objectives.

It is also important to understand that the third sector as a whole in Dudley will face a number of challenges if the Project is to be taken forward as a third sector led initiative. These include a need for the sector to 'up its game' in relation to key issues such as leadership, capacity and capability.

1.4   Option Appraisal

Having established need and an understanding that the Project is feasible, the following options have been considered by the Project Group:

1. *Do nothing* [stagnation / reduction / loss of front-line agencies / services – demand outstripping supply - crisis]
2. Adopt the principal of the third sector leading on the **delivery** of resources

3. Adopt the principal of the third sector 'joining up' more

4. Adopt the principal of the formation of social enterprises

5. Identify / develop key 'leaders' / managing agents to deliver / front strategies, services, projects and initiatives

6. Adopt the principal of varied [**targeted**] delivery mechanisms

7. Further research on the 'viability' [costs] 'Business Case(s)' of the development and delivery of the [delivery] models outlined at **Section 5.10**.

1.5 Recommendations

Based on Project Group findings and responses, the following recommendations are tendered:

1. Building on Project Group findings, it is apparent that **Option 1**, (see **Option Appraisal**) is **not an option**.

2. It is feasible for all other options to be taken forward, which includes the concept of a third sector led, centrally based '*Social Department Store'*, supported by delivery mechanisms such as Pop-up Shops, Meanwhile Use Leases and innovative uses of social media.

3. Next steps should include an application by Safe & Settled to apply for local authority Progression Funding, with aims that include commissioning the development and delivery of a rigorous [independent] Project Business Plan.

4. The Business Plan should take due note of existing / complementary projects and initiatives, such as those highlighted in this report, and should not lose sight of the role of local organisations such as Dudley Libraries and Archives in the delivery of Project aims and objectives.

5. The role of the [multi-agency] Project Group should be taken forward to include overseeing the development and delivery of the Project Business Plan.

6. Steps should be taken to locate a third sector 'Project Champion', whose role will include leading on the development and delivery of the Project, and supporting the development and capacity of the sector as a whole to develop and deliver the Project and similar initiatives.

1.6 Conclusion

There is clearly a need for the Project and based on research findings it appears feasible. As highlighted in this report, to do nothing is **not an option**.

Safe & Settled should be congratulated for having the vision and foresight to commission this study, the outcomes of which have the potential to make a real and sustainable difference in Dudley by complimenting the quality of care and support currently being offered to an ever growing customer base.

2.0   Acknowledgements

We are grateful to the organisations and individuals, who include members of the public and voluntary, sector organisations, who have kindly given up their time to share their views and experiences to contribute to this report.   In particular:

- o   Anne Adams, Stroke Association
- o   Sue Ballas, Headway
- o   Jan Burns, Safe & Settled
- o   Ann Evett, Thomas Pocklington Trust
- o   Andy Gray, Dudley CVS
- o   Liz Heaven, Safe & Settled
- o   Liz James, Safe & Settled
- o   Katie Jobling, Beacon Centre for the Blind
- o   Arwyn Jones, Beacon Centre for the Blind
- o   Maureen Lothian, Age UK Dudley
- o   Jo Marsden, Creative Support
- o   Sarah Offley, Dudley Voices for Choice
- o   Aiesha Parker, Creative Support
- o   Stuart Lackenby, DMBC
- o   Justin Hayward, DMBC
- o   Steve Phipps, Headway Black Country
- o   Arwyn Jones, Beacon Centre
- o   Katie Jobling, Beacon Centre
- o   Lorraine Furness, Community Connector, Beacon Centre
- o   Jon Lee, CAB Dudley
- o   Caroline Dimbylow, CAB Dudley
- o   Paul Jaunzems, Langston Society
- o   Allison Sayer, Hallas Homes
- o   Lorraine Furness, Community Connector, Beacon Centre
- o   Jayne Emery, Healthwatch Dudley
- o   Jayne Wilkins, Dudley Libraries & Archives
- o   Dawn Nicholls, Mark Clarke, Dudley Regeneration Team / New Heritage
- o   Langstone Society
- o   Medway House

- o DMBC Planning / Commissioning / Policy & Performance
- o 3Space, London
- o Porthcawl based '**Harbourside**'
- o Leamington Spa based **Bath Place Community Venture**

3.0   Terms of Reference

3.1   Introduction

The original application for innovation funding was to '*explore the feasibility of a 'Pop-up Shop* [**The Project**]: *Providing people needing care and support and their families with an accessible place to go where they will get the timely, comprehensive, accurate information and support that they need*.'

The following key objectives were agreed with the commissioner:
- To be clear about the need for the Project – social and [wider] community
- To establish if there is a business case for the Project, to include key issues such as:
    - The best cost effective / beneficiary effective model(s)
    - Long-term sustainable outcomes
    - Wider Impacts – additional benefits / outcomes etc.
    - Governance – structure / involvement of multi-agency partners / stakeholders
- To identify and confirm committed partners / stakeholders

3.2   About the Commissioner

Safe and Settled Ltd (see http://www.safeandsettled.co.uk/) is an established organisation offering independent information advice and support for people who need care and support. They have been delivering empowering services for almost three years to people who need care and support and their families. To date, services have included providing telephone and face to face person centred advice.

They also recognise, '*The value of working in partnership to provide seamless support and information at a time when immediacy and clarity of information are of critical importance*'. To this end they are working in partnership with a number of Black Country organisations to deliver a **Community Connectors Project**, which provides a learning and development programme to their volunteers, empowering them to provide support to vulnerable people on how to effectively access care and support.

4.0   Methodology

4.1   Introduction

As highlighted at **Figure 1**, a systematic approach has been taken in the delivery of the commission.

Figure 1

Stage 1 Inception Meeting	Stage 2 Desk Based Research	Stage 3 Field Research	Stage 4 Option Appraisal	Stage 5 Reporting

4.2   Desk (Quantitative Research)

We have accessed, analysed, and taken due note of a number of documents, research, strategies and initiatives, which includes:

- o   Dilnot Commission Report on Social Care, 2011
- o   Care Act 2014
- o   *Making it Real in Dudley – Transforming adult social care together*
- o   Dudley MBC Supporting People Strategy 2012 - 2015
- o   Dudley MBC / Healthwatch Dudley Community Information / Contact Point Network / Information Champions
- o   Dudley Libraries & Archives summary of services report
- o   Community Connectors (Safe & Settled) – use of community based volunteers
- o   Conference paper, Hanover, January 2013 – '*Social Department Stores as Social Businesses'*.
- o   Pop Up Shops – web searching / liaison with local authorities
- o   Meanwhile Use Leases – Government websites / liaison with London based 3Space – *Turning empty shops into opportunities*
- o   2011 Census - focus on elderly, disabled, infirm etc.
- o   Indices of Deprivation - focus on elderly, disabled, infirm etc.

4.3   Field (Qualitative) Research

Field research has been detailed and varied, and has included:

- o   Formation of a **Project Group** / **2** Workshops
- o   Meetings / Telephone interviews, including:
    - o   Local Authority – Planning / Commissioning
    - o   Dudley Libraries & Archives
    - o   Regeneration Team / New Heritage
    - o   Safe & Settled
    - o   DVCS
    - o   CAB
    - o   Healthwatch Dudley
    - o   Beacon Centre for the Blind
    - o   Age UK Dudley
    - o   3Space, London

2.   Service users survey / questionnaire – see **Appendix C**

3.   Observational studies – taking due note of good practice and lessons learnt from:

- o   Dudley based **Beacon Centre for the Blind**
- o   Porthcawl based '**Harbourside**'
- o   Leamington Spa based **Bath Place Community Venture**

4.4   Workshops

It was agreed with the commissioner that as far as feasible, a sector representative multi-agency **Project Group** would be established to guide and steer the commission. Invitations to join the Project Group were circulated by the commissioner. Key objectives have been to:

- o   Establish Project Group terms of reference
- o   Explore 'need'
- o   Present individual experiences / opinions
- o   Explore future opportunities and challenges
- o   Explore options
- o   Agree the way forward for the Project

Two workshops have been held at the commencement and end of the research period - (10 June and 31 July 2014).

Workshop One (10 June 2014)

Attendees

- Anne Adams, Stroke Association
- Sue Ballas, Headway
- Jan Burns, Safe & Settled
- Ann Evett, Thomas Pocklington
- Andy Gray, Dudley CVS
- Liz Heaven, Safe & Settled
- Liz James, Safe & Settled
- Katie Jobling, Beacon Centre for the Blind
- Arwyn Jones, Beacon Centre for the Blind
- Edwin Lewis, Wider Impact
- Maureen Lothian, Age UK Dudley
- Jo Marsden, Creative Support
- Sarah Offley, Dudley Voices for Choice
- Aiesha Parker, Creative Support

Key questions explored at **Workshop One** included:

- *What are the key gaps in service provision for elderly care and support?*
- *What is your concept of a 'one stop' / 'Pop up' social care shop'?*
- *What is your experience of 'one stop' / 'Pop up' social care 'shop'?*
- *What opportunities are open / likely to be open in Dudley for the concept of 'one stop' / 'Pop up' social care shops'?*
- *What will be the key challenges?*
- *What would be the benefits of improved / enhanced multi-agency partnership working in Dudley?*
- *Are there any challenges / barriers to joined-up, multi-agency partnership working in Dudley?*
- *What are the next steps?*

Workshop Two (31 July 2014)

Attendees

- o   Jan Burns, Safe & Settled
- o   Liz Heaven, Safe & Settled
- o   Justin Hayward, DMBC
- o   Edwin Lewis, Wider Impact
- o   Steve Phipps, Headway Black Country
- o   Arwyn Jones, Beacon Centre
- o   Katie Jobling, Beacon Centre
- o   Lorraine Furness, Community Connector, Beacon Centre
- o   Jon Lee, CAB Dudley
- o   Caroline Dimbylow, CAB Dudley
- o   Paul Jaunzems, Langston Society
- o   Allison Sayer, Hallas Homes
- o   Lorraine Furness, Community Connector, Beacon Centre

Apologies

- o   Andy Gray, DCVS
- o   Ann Evett, Thomas Pocklington, Stroke Association
- o   Ann Adams, Stroke Association

Agenda items at **Workshop Two** included:

- o   Workshop Objectives
- o   Delivery of research findings
- o   Option appraisal
- o   Agreeing the way forward / next steps

4.5   Observational Studies

With an objective of understanding good practice and lessons learnt from similar projects / initiatives, opportunities has been taken to carry out observation studies of three, existing (successful), aspirational and [potentially] failing projects / buildings:

- o   **Dudley based Beacon Centre for the Blind** – existing
- o   **Porthcawl based Harbourside** – aspirational
- o   **Leamington Spa based Bath Place Community Venture** – potentially failing

4.6   Reports

Two reports have been / are submitted:

- o   Interim / progress report to the Project Group
- o   Final / full report

5.0   Desk Research Findings

5.1   Introduction

Appreciating the abundance of information and data pertinent to social care, the following is a summary of what is seen as currently relevant to the commission [**The Project** – see **Section 3.1**]. Due note has been made of key national, regional and more local demographics, statistics, projections, reports, strategies and initiatives.

5.2   Population

As will be noted at **Graph 1**, the proportion of Dudley Borough residents aged 65 and over is noticeably higher than regional and national averages (**18.6%** compared to 16.9% regionally and 16.3% nationally), resulting in a potentially above average economically and physically inactive population.

Graph 1 Population Dudley
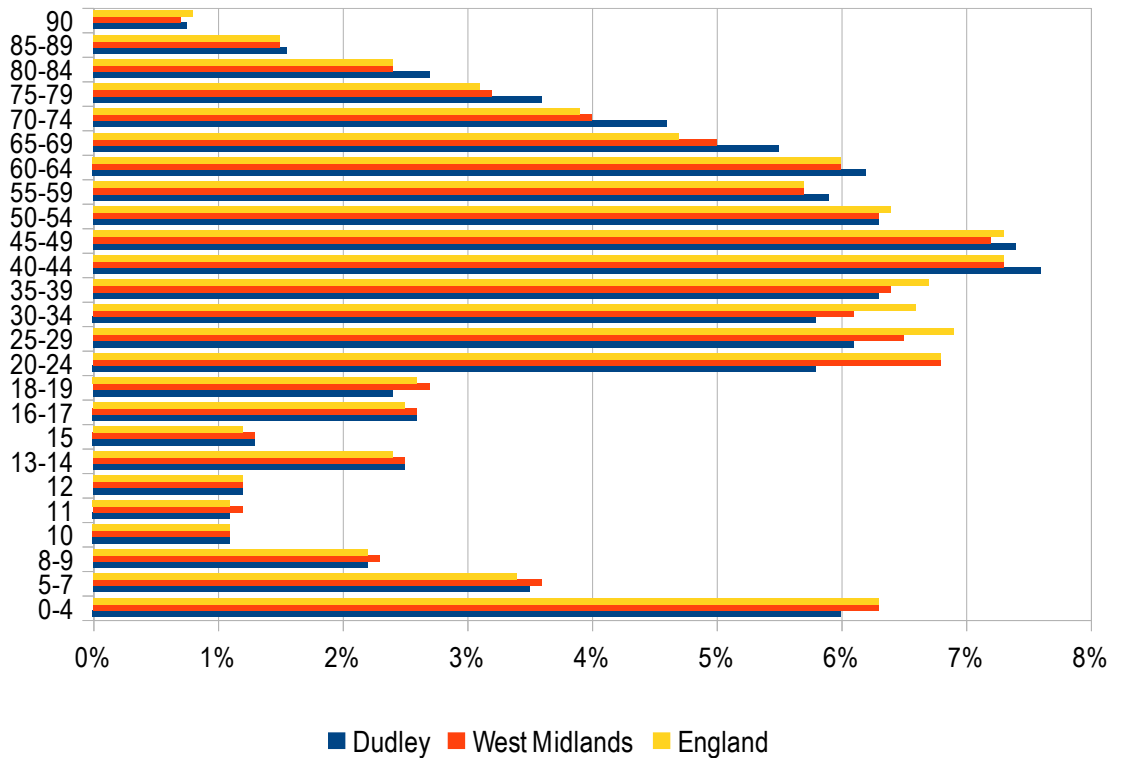
Source Dudley (Joint Strategic Needs Assessment 2012)

This age group is projected to increase over time whilst, the overall population is projected to remain largely stable. Unless there is a marked increase in the age at which residents retire, a smaller working population will, in future, need to take on increased caring and financial responsibility for an ageing population. Additional statistics include:

- o Dudley's population is projected to increase by **7.4%** in total (22,600 people) to **328,900** people between 2008 and 2033
- o The most significant feature is the projected growth of the 65+ age group by **45.5%** over the forecast period. This equates to **25,100** more elderly people
- o The 85+ age group shows the largest increase overall of **9,900** people, around a **155%** increase from 2008 to 2033

5.3   Health

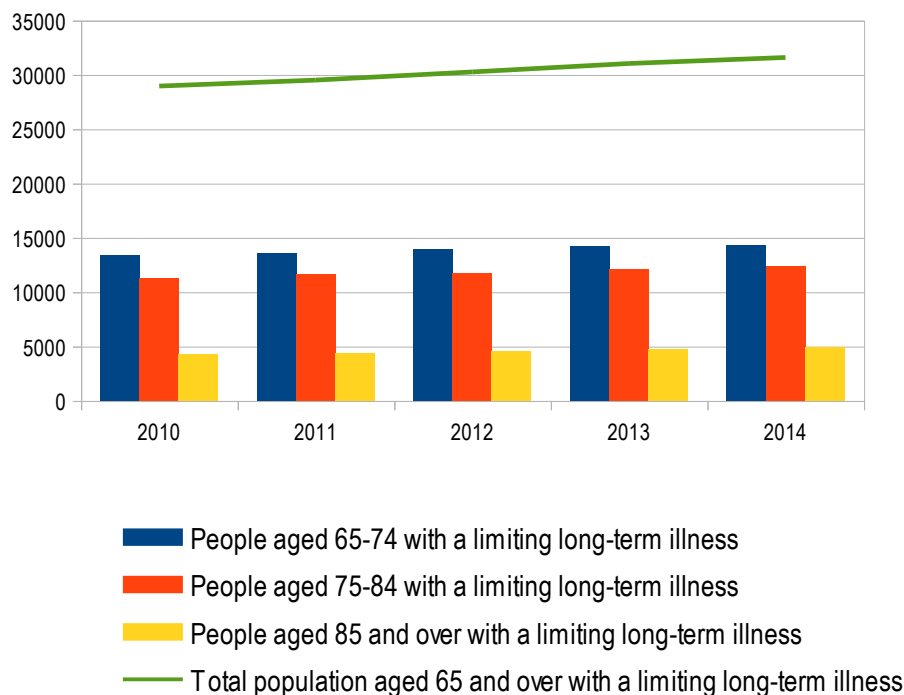**Graph 2** highlights the Dudley, West Midlands and UK populations.

Graph 2 General Health of the Population – Dudley, West Midlands, UK
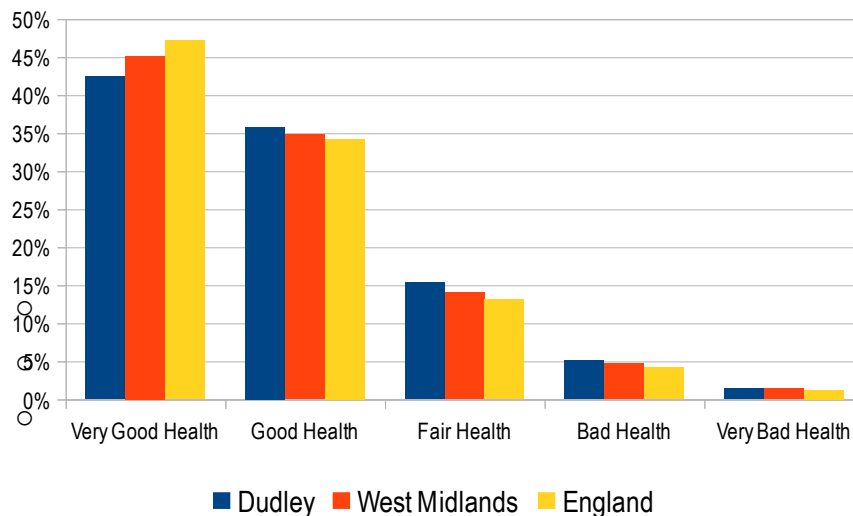
It is apparent that Dudley compares less favourably in terms of 'very good health', and is more or less on a par in relation to 'bad' and 'very bad health'.

Graph 3 highlights [upward] trend data in terms of the health Dudley population having a limiting long-term illness.

Graph 3 Limiting Long-Term Illness, Dudley

■ People aged 65-74 with a limiting long-term illness
■ People aged 75-84 with a limiting long-term illness
■ People aged 85 and over with a limiting long-term illness
— Total population aged 65 and over with a limiting long-term illness

It is also noted that:

o BME households reported higher levels of disability / long term illness than the general Borough population (**32.9%** compared to 25.9%) and higher care / support needs (**56.8** compared to 54.2%)

Source: Dudley (Joint Strategic Needs Assessment 2012 - see

http://www.hscwm.org.uk/storage/resources/documents/Dudley_JSNA.pdf)

o The proportion of registered blind and partially sighted people recorded as having an additional disability in Dudley is **62.7%**, compared with 35.1% in the West Midlands as a whole.

Source: RNIB, 2013

5.4 Dilnot Commission 2011

Whilst primarily focussed on care costs contributions, commission recommendations include:

o A new information and advice strategy should be developed, a national **awareness campaign** should be launched to encourage people to plan ahead

o A statutory duty on local authorities to **provide advice and information**

5.5   Care Act 2014

The Act creates a single, consistent route to establishing an entitlement to public care and support to all adults with needs for care and support.

It also creates the first ever entitlement to support carers on a similar basis. The Act is clear about steps that must be followed to work out this entitlement, to help people understand this process.

Linked to Project objectives to, '*Providing people needing care and support and their families with an accessible place to go where they will get the timely, comprehensive, accurate information and support that they need*', the Act outlines clear responsibilities of local authorities to, for example:

- o Make sure that people who live in their area are provided with, and can get the information and advice they need to make good decisions and care and support
- o Work with communities to get the support that helps to keep people well and independent
- o Consider various factors, such as:
  - o How services and facilities provided by local voluntary and community groups may help local people
  - o Identifying people in the local area who might have care and support needs that are not being met
  - o Identifying carers in the area who might have support needs that are not being met
- o Helping people to benefit from independent financial advice
- o Provide information and advice in formats that help people to understand, regardless of their needs
- o Provide a range of different types of information, and include working with partners to provide information on different services together
- o Help develop a market that delivers a wide range of sustainable high-quality care and support services that will be available in their communities
- o Work with local providers, to help each understand what services are likely to be needed in the future, and what support should be developed
- o Engage with local people about their needs and wishes

    o   Provide a wider range of quality services that will give people more control and help to make more personalised choices about their care

5.6   **Making it Real in Dudley**

Making it Real in Dudley is a high level action plan and '*blue print for change'*, and is described as '*A commitment by the local authority, in partnership with key stakeholders to demonstrate the social care is becoming **person-centered**. The plan details each of the six themes from Making it Real, demonstrating what needs to happen to make the 'What we want' of people who use services and carers to be achieved, and making sure that local services are shaped by local people. In setting out such the plan the document goes further so to identify how change will be delivered. The blue print sets out how we are going to achieve them'*. The six themes are:

1. **Information and advice**: *having the information I need, when I need it.*
2. **Active and supportive communities**: *keeping friends, families and place.*
3. **Flexible integrated care and support**: *my support, my own way.*
4. **Workforce**: *my support staff.*
5. **Risk**: *feeling in control and safe.*
6. **Personal budgets**: *my money*

Information, **advice** and **active supportive communities** themes will:

- o Come from trusted information sources, and are linked to local and community information sources
- o Support access to a range of networks, relationships and activities to maximise independence, health and well-being and community connections
- o Provide investment in community activity and community based care and support
- o Be public facing
- o Built on existing knowledge and experience
- o Aim to reduce repeat contact, or inappropriate links with a social worker
- o Include a range of skilled and culturally sensitive advisory information sources will be available
- o Involve a range of information sources being available to meet individual communications needs
- o Involve user led organisations, disabled people's and carer organisations, self-advocacy and peer support

    o   Be local, consistent and provides support that relates to legislation around recruitment, employment and management of personal assistants and other staff

5.7   Dudley MBC Supporting People Strategy 2012 - 2015

The vision of the local authority is to '*promote independence through inclusion, equality and support'*, with objectives that include helping people to lead fulfilled and independent lives in homes of their choice.

A key driver of the strategy is to increase the provision of floating support (support that is **linked to the person** and not conditional upon the type of housing that they occupy). This will help to contribute to the transformation of services by providing wider choices for people to decide what type of support **they** would like to receive.

Personalisation of services and choice has become increasingly important over the lifetime of this strategy. To this end, the majority of services will have been changed to 'floating support' in order to ensure that the support **follows the person**, as they need it, regardless of where they live. The way people access services will also be changed, with objectives that include ensuring that people are receiving the **type of support that they want** and need to promote their independence and they are **involved in the design of services**.

5.8   Community Information Points / Information Champions - Healthwatch Dudley

Healthwatch Dudley has joined with Dudley Citizens Advice Bureau and Dudley Council to train 'an army' of **Information Champions**, who will give community information, with aims that include preventing local people from getting into crisis situations. The following is an extract from a report from the Chief Officer of Healthwatch Dudley to the **Dudley Health and Well-Being Board, 28 January 2014**:

Organisations from across Dudley borough have come together to provide a new network of information and support for local communities. A joint communications strategy has been produced to reflect promotion and purpose of the new network.

Staffed by **Information Champions**, **Information Points** will be in locations around Dudley borough, where local people already visit, get information or services.

An information Champion is a member of staff, community leader or a volunteer from an organisation, who already supports local people to access community information. They might provide signposting to health, preventative wellbeing, or social care services, local charities, or help people to understand where to go for benefits or debt advice.

The Network will consist of people who work in prominent community locations (**Information Points**). The volunteers work for groups that provide essential local services, or are involved with a local centre or lead an activity. Joining the network will give people access to training and tools that will help them to point people in the right direction. An extra level of training and support will follow for organisations that want to give more enhanced support, such as more specialised signposting around money management, health or benefits.

The support given to local people at Dudley Information Points will create more resilient communities by preventing people from getting into crisis situations.

The Community Information Network is a partnership of local organisations operating within Dudley borough and a joint communications strategy has been produced to reflect promotion and purpose of the new network.

A launch event took place in Brierley Hill in November 2013, which was attended by over 50 local people. Representation included strategic partners, local charities and community groups wishing to become information points and champions. Further network meetings have taken place, **43** information points have been confirmed and **51** Information Champions are awaiting training that will take place in the New Year.

5.9   Community Connectors - Safe & Settled

Linked to organisational aims, Safe & Settled has secured BIG Lottery funding to add to its existing services by running an **Advocacy and Community Development Volunteer Programme**.

The project, working collaboratively with local partners, aims to recruit and train **25** volunteers aged 50+ to become **Community Connectors**, who will work at the heart of local communities in the Black Country.

The Project helps volunteers, to develop an understanding of the social care system so they become a useful resource to those in their communities who are looking for care services.

5.10 Delivery Models

A number of delivery models have been researched and included in discussions with the Project Group and others who have been consulted:

- o Social Department Store model
- o Pop-up shops
- o Meanwhile Use Leases
- o Web Sites / Social media

5.11 Social Department Stores

Reference is made of a report from a recent conference in Hanover, January 2013 – '*Social Department Stores as Social Businesses'*. The concept of Social Department Stores is not new in Germany, with an estimated 400 such 'stores' in various formats, located in primarily small and medium-sized cities. The report highlights that the 'Department Store' model is a socially beneficial enterprise that is run like a business and generates income. **Appendix A** provides a model, which highlights how:

- o Members of the 'consortium' generate the footfall to make [revenue] income possible; and
- o Members of the consortium generate the [revenue] income to be able to pay the rates / rent and other overheads

Described (**Ralf Hoburg**, 2010) as a 'charitable business':

- o Its fundamental principle is dignity / respect: Members of the target group of recipients or clients are viewed (and referred to) as 'customers', with freedom of consumption emphasised
- o The businesses are very entrepreneurial in their approach, with a focus on supply / demand, commercial process, income / profit, reinvestment of

surpluses, operating at the interface between non-profit businesses and traditional commercial businesses

- o Their goal is to create access or create a market for people who are at the bottom of the pyramid at the regional or local level, and want to play an active role in the 'market', instead of being excluded from it

- o The social mission is built on the principle that solving social problems is not exclusively the responsibility of the state; instead, they are committed to developing their entrepreneurial efforts to creating social value, by allowing their customers to participate more fully in the life of society. Important factors in this concept include:

  - o Access to the market and means of consumption
  - o Creating jobs (that offer other benefits) / promoting employment, education and training
  - o Social integration – for the near poor, unemployed, disabled, disadvantaged
  - o Sustainability

5.12 Pop-up Shops

Sighted as early as the 1990s in large urban cities such as Tokyo, London, Los Angeles and New York, Pop-up shops in retail terms are not new and are described as:

Temporary stores at a designated venue, the purpose of which is to attract the consumer long enough with something exclusive, surprising and exciting, while the brand gets exposure to create **an impact** and **communicate something specific to a large audience**. They are also a **useful tool** for **marketing** and branding purposes, particularly for online retailers who are looking for a physical presence. The concept of a **temporary** installation is to **promote a product and message** to a **specific audience**.

A basic search on Google quickly identifies recent occasions in the UK, where local authorities and third sector organisations are embracing a great deal of this 'definition'. For example:

Wolverhampton (February 2014)

Wolverhampton residents are being invited to visit a Pop-up shop in the City centre this Friday and Saturday to give their views on plans to transform urgent and emergency care services in the City.

Residents have four days left to have their say in the joint public consultation being held by Wolverhampton Clinical Commissioning Group (CCG), which funds healthcare services for the City, and The Royal Wolverhampton NHS Trust. The consultation finishes on Sunday 2 March.

The plans involve bringing the existing A&E department, the GP out of hours service and the walk-in service at Showell Park Walk-in Centre into a new 24/7 Urgent and Emergency Centre at New Cross Hospital, which is expected to open early in 2016. All other services at Showell Park would stay the same.

Wolverhampton CCG is running the pop-up shop at the Mander Centre this Friday and Saturday (28 February and 1 March) from 9am to 5pm. Everyone is welcome to call in and ask any questions about the plans.

Visitors to the Pop-up show will also benefit from free health checks from the City's health trainers.

In addition, there will be opportunities for residents to have their say on a range of new NHS services that the CCG would like to commission and learn how the CCG is using new technology to improve care for the people of Wolverhampton.

*Dr **Dan De Rosa,** Chair of Wolverhampton CCG, said: "We have held four public meetings and a number of drop-in sessions at different locations across Wolverhampton. The feedback from all these events have been very positive!"*
See http://news.commsengage.co.uk/02/2014/visit-pop-up-shop-to-have-your-say-on-urgent-and-emergency-care-in-wolverhampton/

Healthwatch Waltham Forest (April 2014)

From Tuesday 25th March to Wednesday 2nd April we had use of a Pop-up shop in Hoe Street, Walthamstow. We really enjoyed being shopkeepers for a week or so and the pop-up was a great opportunity to raise awareness about our work. It was good to meet so many local people and talk to them about health and social care in the borough; we met familiar faces and new ones, young and old.

We were very fortunate to have so many experts able to come to the shop and give talks about subjects of interest and concern. Despite being tested by pavement works outside the shop, by the end of the week a lot more people were popping in and if we'd stayed open longer we would probably have met all 250,000 local residents. If you didn't make it to the shop you missed some fun and informative events, which you can read about here:
See http://www.healthwatchwalthamforest.co.uk/pop-shop

It is apparent that 'Pop-up shops can be:

- o **Flexible** – utilised within a [vacant] shop / retail premises, or with a food court or display areas in a large retail store
- o **Timely** – set up to address particular issues such as awareness of services, change, policies, or to tackle particular community facing issues
- o **Targeted** – at particular sections of **local** communities
- o **Temporary** – set up and dismantled after a few hours or days
- o **Low cost** / **value for money** – avoiding significant investment in a more permanent premises and associated over-head costs

5.13   Meanwhile Use Leases

Meanwhile Use Leases are a growing concept, with often 'win-win' outcomes for shop owners, local charities and local authorities. We are grateful to **3Space** (London) (http://3space.org/) for enabling access and reference to their website, which provides extremely useful information about the concept of Meanwhile Use Leases:

What is Meanwhile Use?

Put simply meanwhile use is a term used to describe the interim temporary use of vacant property.

Government Policy Support

In 2009 the then Government released a paper called *Looking After Our Town Centres*, which outlined the importance of empty shop revival to prevent high street decline. It makes clear that empty property contributes to economic and social decline and that vibrant interim uses of empty property can generate increased activity and footfall which will benefit surrounding businesses and urban centres as a whole.

However it is not just shops, there are plenty of offices sitting vacant. Charities or voluntary groups can often use this space to deliver public benefit and help spur the regeneration of communities, and help prevent structural economic decline of urban areas. Ensuring continued use of vacant space also encourages sustainable use of existing resources.

Meanwhile Use Agreements

As part of the Government policy, paper funding was given to develop 'Meanwhile' lease agreements which make it easier for the tenant and landlord to agree to short term use. The logistics of meanwhile use leases are that a tenant occupies a vacant property for an agreed short term period, or until a commercial tenant is found. The tenant does not have the right to occupy and the lease can be terminated at any time (with a short notice period). The original meanwhile lease templates can be downloaded from the Communities and Local Government site here.

What Uses Are Suitable?

Given the short term nature of meanwhile use it is suited to certain types of use. There are plenty and the sky really is the limit when it comes to temporary uses. Perhaps the most well-known is the Pop-up shop and the pop up gallery space. Some other examples include:

- o Advertising and promotional events
- o Office space for new start up business
- o Workshops and training centres
- o Meeting rooms
- o Drop in advice centres
- o Training facilities or trial events for sports
- o Creative workshops and exhibitions
- o Educational facilities, pop-up universities or schools, or lecture venues

'**Win-wins**' include:

- o Reduced business rates for the owners of the premises
- o Potentially free, or reduced rental [revenue] costs for charities and voluntary groups
- o Reduced vacancy levels – supporting local authority regeneration strategies
- o Public information points / access to specialist / bespoke front-line [voluntary sector] agencies

5.14   Websites / Social Media – The Dudley Community Information Directory

There can be no doubt about the growing popularity and use of the Web and social media. Indeed an excellent and relevant example is of course the **Dudley Community Information Directory**, which is aptly described as:

'*An online tool to find out about activities, clubs, support, health services and much more in Dudley Borough and surrounding areas*'.

Source: http://www.dudleyci.co.uk/kb5/dudley/asch/home.page.

As a 'live' and active website, it is noted that the following categories enable links to impressive numbers of relevant [to the Project] internal and external service providers:

- o **Care and Support** – 29
- o **Help and Home** – 147
- o **Physical Impairment** – 182
- o **Older People** – 221

The Directory was accessed on **155,425** occasions during 2013-14, and there are over **1000** clubs, societies, volunteering opportunities and sport related groups listed.

Source: Dudley Libraries & Archives

Computer use within Dudley Libraries:

- o **182** computers are available throughout Libraries and Library Links
- o Almost half a million hours of ICT use was provided throughout 2013-14 (**488,644** hours)
- o Almost half of this time (**46.1%**) was taken up by users
- o Library computers can be used for free, and do not always need to be booked in advance
- o Wi-Fi is also available at all libraries and is **free** for library members
- o Formal ICT classes are run in libraries by the Adult and Community Learning team but informal sessions and events are also run by Libraries
- o Of Library users aged 16 or over, **25%** specifically visited the Library to use a computer. **83%** rated computer facilities as 'very good', or 'good'

Source: Dudley Libraries & Archives

Access to such websites and social media in general clearly enables:

- o **Innovative approaches** to reaching and supporting local community members
- o **Instant access** to a wide variety of services and support options, utilising signposting and word of mouth via blogs and sites such as *Facebook* and *Twitter*
- o **Community choice**
- o **Opportunities for community members to have a 'voice'**, via blogs, websites and social media in general
- o **Value for money** resources, reaching a potentially unlimited number of local people

5.15 Dudley Libraries & Archives (Source: Dudley Libraries & Archives)

Dudley Libraries & Archives are at the heart of their local area and encourage people of all ages and interests to come together. They are often identified strongly by people as a vital part of the community and an expression of the sense of place that they feel.

Dudley Libraries and Archives prevent people from needing to access further, more expensive support and are a cost-effective '*department store of local services*'. They are often a starting point or catalyst for people at key moments in their lives and positively impact on their quality of life.

Services are delivered across the Borough of Dudley from **13** Libraries, **4** Library Links and the new Archives building on the Castle Hill development. The current financial climate has meant that demand for these services has never been more urgent, with requests for information, help to use on-line services and attendance at free library events for babies, children and adults all increasing. Over **22,000** visits are made to libraries in Dudley Borough each week.

Working with partners, they offer job clubs and accredited courses on site, giving a one-stop place for help and advice and can refer on whenever needed. **Services** include:

- o On-line subscription based resources selected and made freely available 24/7
- o Management of the Dudley Community Information Directory
- o Supporting economic well-being for individuals and businesses

- o Free public access to computers and the internet
- o Library Staff trained to help customers access digital information
- o Support to go online
- o Free Wi-Fi
- o Free access to COBRA, an on line business information tool including start up advice

4,997 events and activities were organised within Libraries during 2013-14. These were attended by **68,301** people. These events and activities included job clubs, **Need to Know Health and Wellbeing** events run with partners such as the NHS, West Midlands Police, Housing, *Rattle & Rhyme* sessions, reading groups and also IT taster sessions and ICT classes.

Health and Wellbeing

The Library service strives to ensure that an individual's situation does not impede their ability to access services and information that impact on their health and wellbeing.

Libraries are described as trusted places, where people come to find information to help with their health, second only to doctor's surgeries. In addition, many of the activities on offer in Libraries and Archives directly enhance people's wellbeing simply because they use the services and contribute to them as part of the community. **Services** include:

- o Free Home Library Service for those who cannot otherwise access their local library
- o Public Health Promotion Activity
- o Books on Prescription – a national scheme with health professionals providing self-help resources for mental health issues.
- o Non clinical setting for support and information to promote health and well-being
- o Events and activities to support health and well-being held in libraries
- o Literacy support including the *6 Book Challenge* and quick reads for emerging readers
- o Regular, fun reading activities for children, families and adults with over **55,000** people attending a library activity last year
- o Pedometers available for loan

- o Alternative formats and tailored collections such as talking books and large print, e- books and downloadable talking books all available for free loan

Library staff receive training on '*Making Every Contact Count'*, and **Healthy Living Champions** have been established to help deliver and to understand the healthy eating messages.

Libraries also have a partnership with a team of dedicated **Health Trainers** via the **Health Exchange** that support and encourage local people to change to healthier lifestyles.

Reading Well Books on Prescription is a national scheme providing self-help reading for adults based on cognitive behavioural therapy (CBT) for a range of common mental health conditions. Books are available on 'prescription', meaning they have been recommended by GPs or other health professionals, but are also available for anyone to read. This is part of a suite of health projects run by **The Reading Agency** that also help people discover well-being reading services in libraries. In 2013-14, Dudley Libraries received **19** 'prescriptions', but the books in these collections were issued on **2,462** occasions.

Library users aged 16 or over said their Library had helped them with:
- o Health & Wellbeing – **33%**
- o Family & Relationships - **15%**
- o Meeting People - **24%**
- o Study / Learning - **60%**
- o Getting online - **32%**
- o Personal Finance / Consumer matters - **9%**
- o Job seeking - **16%**
- o Their job - **9%**
- o Their retirement- **24%**

General Library users aged 16 or over described their disability or health condition as:

- o No disability – **72%**
- o Mobility disability – **13%**
- o Hearing disability – **8%**
- o Eyesight disability – **3%**
- o Dexterity disability – **4%**
- o Mental health disability – **6%**

Home Library Service users aged 16 or over described their disability or health condition as:

- o Mobility disability – **93%**
- o Hearing disability – **37%**
- o Eyesight disability – **42%**
- o Dexterity disability – **31%**
- o Memory loss – **11%**

5.16   Funding Opportunities

The following is a bulleted over-view of [related] potential funding opportunities.

- o **National Lottery 'Power to Change' Funding** – The Big Lottery Fund has announced that it will launch a new **£150 million** fund to support the development of sustainable community-led enterprises. The fund aims to respond to the many economic challenges facing local communities. Challenges that have led to empty shop premises and the closures of pubs, libraries, community centres and sports facilities. The fund wants to support communities to come together using creative approaches that involve local people and resources to improve their local neighbourhoods, villages and town centres. These could take many different forms from small-scale enterprise to large-scale asset management and ownership. Solutions could include, transferring resources into the ownership of local residents, and using forme*r commercial spaces to incubate social enterprises and cultural activities.* See http://www.biglotteryfund.org.uk/global-content/programmes/england/power-to-change

- o **The Social Enterprise Investment Fund (SEIF)** – was set up in 2007 by the Department of Health to invest in social enterprises providing health and social care services in England. The Fund aims to enhance the role of social enterprise in the provision of health and social care. The SEIF empowers local people and front line staff who want to form social enterprises to enhance their role in transforming public services in health and social care.

  Since it began in 2007 the SEIF has invested more than **£110million** in the health and social care sector. See http://www.sibgroup.org.uk/past-funds/seif/

- o The **European Social Fund** (**ESF**) - is the European Union's main financial instrument for supporting employment in the member states of the European Union as well as promoting economic and social cohesion. ESF spending amounts to around 10% of the EU's total budget. The ESF is one of the EU Structural Funds, which are dedicated to improving social cohesion and economic well-being across the regions of the Union. The Structural Funds are redistributive financial instruments that support cohesion within Europe by concentrating spending on the less-developed regions. The particular aim of ESF spending is to support the creation of more and better jobs in the EU, which it does by co-funding national, regional and local projects that improve the levels of employment, the quality of jobs, and the inclusiveness of the labour market in the Member States and their regions.

  See: https://www.gov.uk/government/publications/european-social-fund-2014-to-2020-plans

6.0   Field Research Findings

6.1   Introduction

The following is a summary of findings, which in order of activities, includes summaries of the initial Project Group (Workshop One), a client survey, one to one meetings / telephone interviews, observational studies and the final Project Group workshop / meeting (Workshop Two).

6.2   Project Group Workshops

As outlined at **Section 4.4**, two Project Group workshops have been held. Each has provided useful information that has helped to shape and direct the feasibility study, and establish the 'way forward'. Most significantly members have provided evidence of commitment and support, which will of course be essential if final recommendations outlined at **Section 8** are to be taken forward.

6.3   Project Group Workshop One

The workshop was well attended, and an early outcome was establishing the suggested model(s) of the concept of '*One Stop, Pop-up Shops*', which included:

- **A central 'hub-site'** – a multi-use building based in the Dudley town centre
- **'Spokes' from the 'hub'** to include:
    - **Pop-up Shops** – in various formats (e.g. small / large, temporary), and locations
    - **Community Information Points**
    - **Use made of 'Meanwhile Use Leases'** – utilising empty buildings / shops in locations across the Borough
    - **Use made of 'Community Connectors'** – building on current projects and initiatives
    - **Use of IT / web sites and social media**

The following is a summary of responses to key workshop questions, which are highlighted in more depth at **Appendix B**:

- o **Current gaps in social care** – a general lack of information sharing and collaboration between all agencies, with outcomes that include duplication, replication and opportunities missed to meet the [immediate] needs of those who require support the most

- o **Opportunities** – to reach and best support the most vulnerable and at risk, achieved by improved networking, better use of [scarce] resources, and collaborative working practices

- o **Potential barriers** – a general lack of partnership working / joined up working and delivery, and someone / an organisation to take the lead in the delivery of new ways of working. 'Politics', protectionism and fear of change are also key factors

- o **Key challenges** – without doubt the most answered question, with duplication of resources, organisational resources [lack of], and challenges in reaching and communicating with the most in need standing out

Outcomes

Key outcome of the workshop included:

- o Agreement to support the feasibility study
- o Signing off the service user's questionnaire (**Appendix C**)
- o Where feasible, supporting completion by each organisation's service users / contacts etc.
- o Attending a second workshop, when opportunity would be taken to:
  - o Summarise feasibility study findings
  - o Discuss key options
  - o Agree the way forward

6.4   Service Users Survey / Questionnaire Findings

16 questionnaires have been received for analysis, of which 9 have been completed by males, and 7 have been completed by females. **Table 1** highlights the age ranges of respondents.

Table 1 Respondents' Age Range
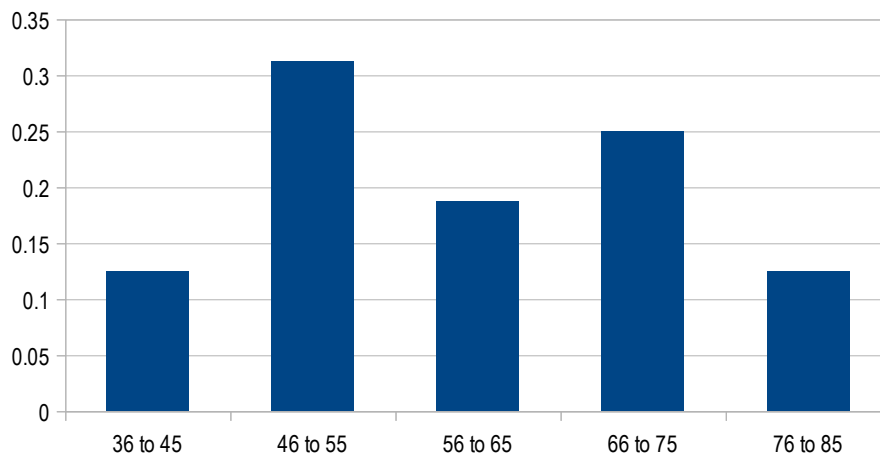
Graphs 4 and 5 highlight those respondents who are carers and describe themselves as disabled

Graph 4 Carers
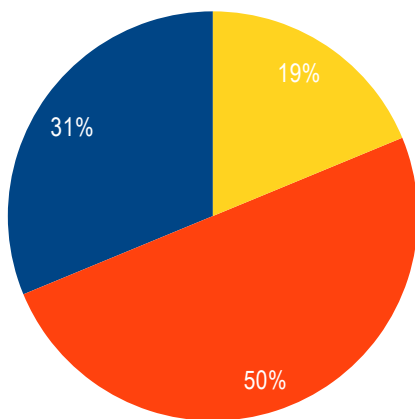
Graph 5 Disabled
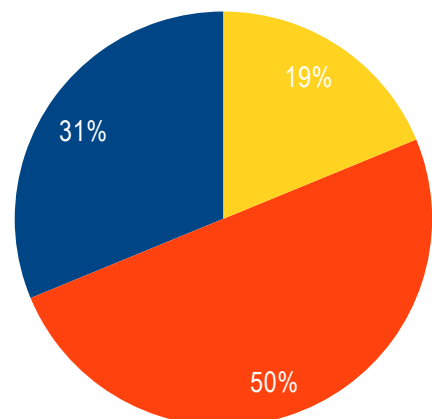
■ Yes ■ No ■ Not indicated

Graph 6 highlights respondents' who rely on a Carer, Personal Assistant or family member for support

Graph 6 Reliance on Carer / Personal Assistant / Family Member
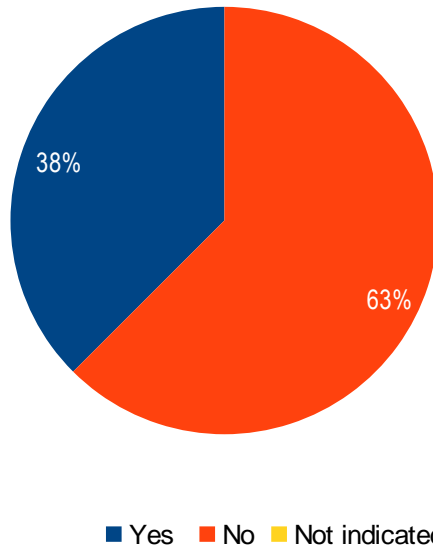
Graph 7 highlights respondents' views about support and advice in the Dudley area.

Graph 7 Views About Support and Advice in the Dudley area
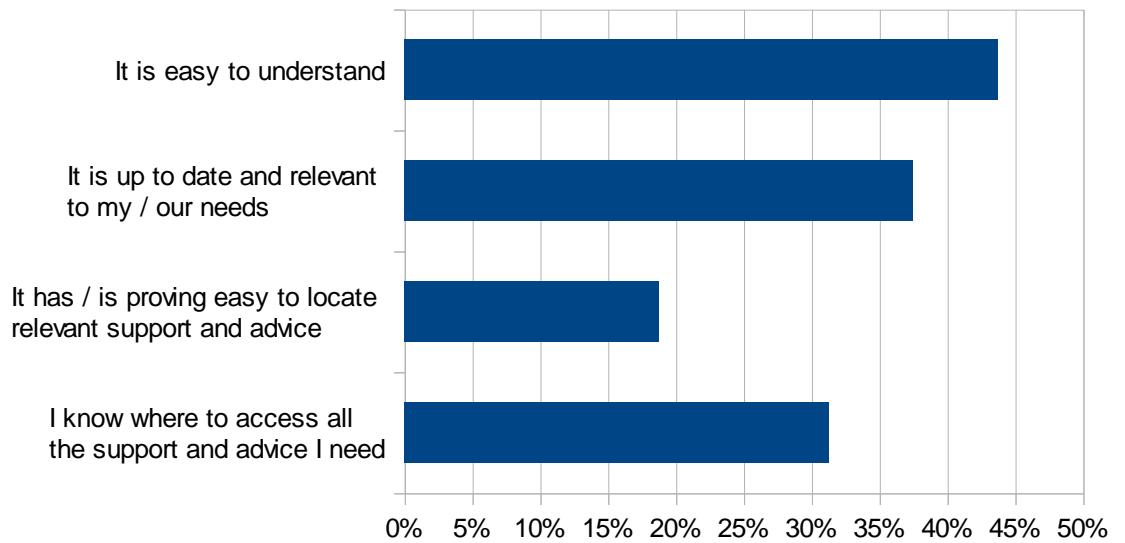
It will be noted that:

- o **Less than 50%** find available support easy to understand
- o **Less than 40%** feel that available support is up to date and / or relevant
- o **Less than 20%** feel that available support is easy to locate
- o **Less than 30%** know where to access that support and advice they need

Graph 8 highlights respondents' support needs.

Graph 8 Support Needs
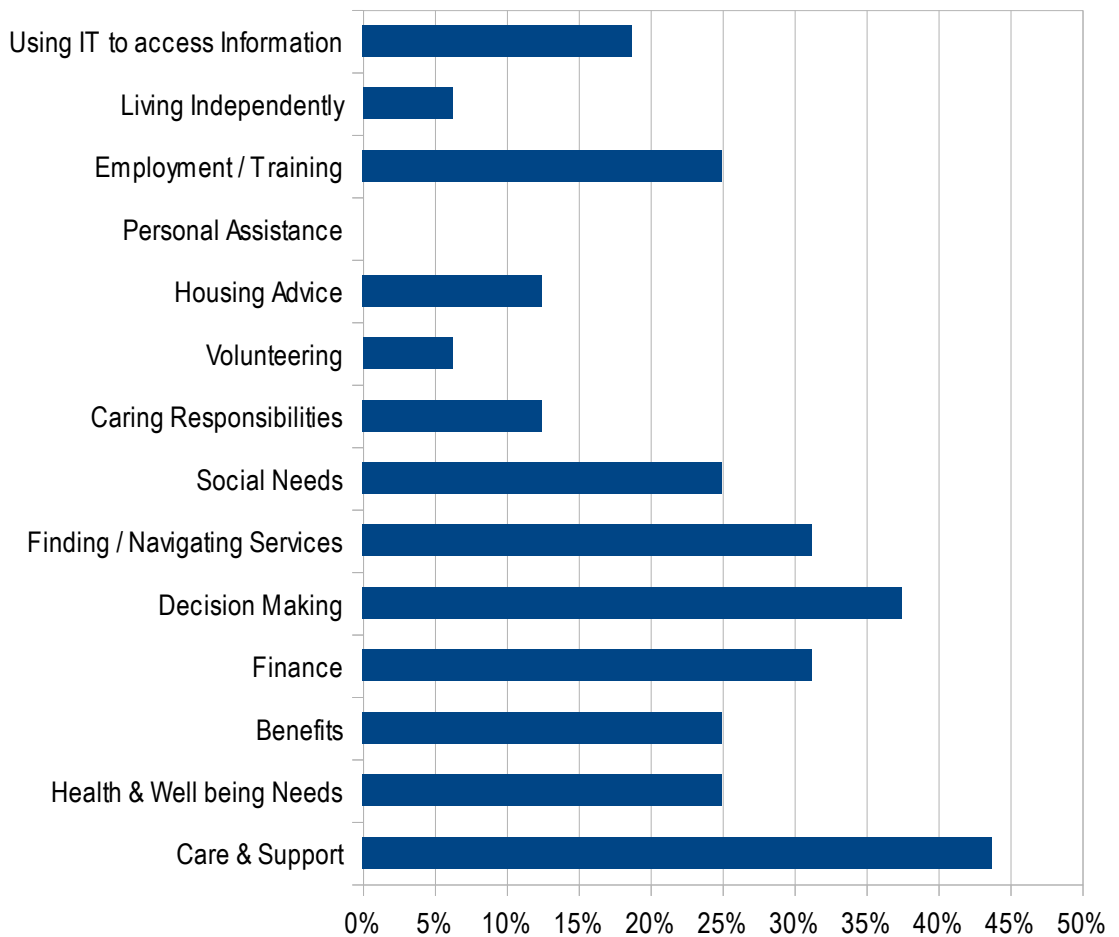
It will be noted that:

- o The majority are looking for support with '*Care & Support*'
- o A significant number are looking for support with decision making, finding / navigating services, finance, social needs, benefits, health and well-being needs and employment / training

Graph 9 highlights what improvements could be made to support and advise services in the Dudley area.

Graph 9 Improvements Required to Support and Advise in the Dudley area
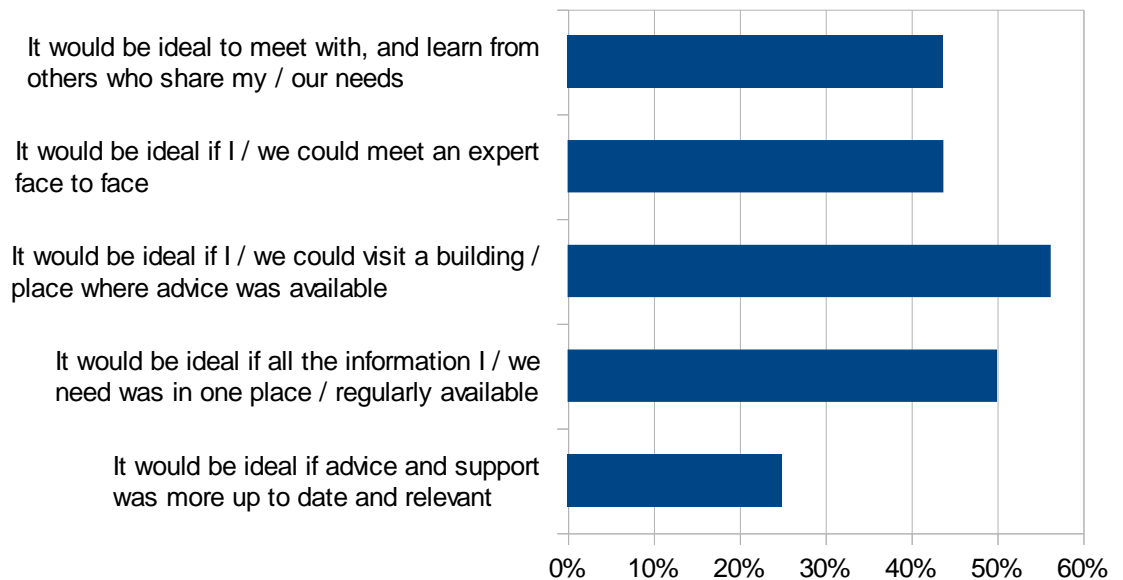
In order of preference, it will be noted that the following are most important:

- o A building / place where advice is available
- o Information in one place / regularly available
- o Opportunities to meet with / learn from peers
- o Face to face meetings with 'experts'

6.5 Stakeholder Meetings / Consultations

The following is a summary of meetings / consultations with stakeholders listed at **Section 4.3**:

- o *To do nothing, and carry on delivering support and advice services in the current formats is **not an option***
- o *Whilst there are a host of excellent organisations and initiatives delivering varied components of advice and support, services are generally not joined up, and there is a real risk of duplication and replication*
- o *Demands on funding to support such organisations are increasing, and there is a risk that there will not be enough to go around*

- o *Austerity has not gone away*

- o *Whilst there is an apparent **will** for organisations to work together more, there are gaps in the **means** to make this happen*

- o *Politics, protectionism and a fear of change risks getting in the way of much needed progress in relation to partnership working and joined-up working*

- o *There is a need for a leader / lead third sector organisation to take **third sector led** innovative partnership working and joined-up working forward*

- o *Good practice, which could be built on, includes the* **Community Information Points / Information Champions** - Healthwatch Dudley **(Section 5.8),** **Community Connectors** - Safe & Settled **(Section 5.9),** **Dudley Community Information Directory** – Dudley Libraries & Archives (**Section 5.15**)

- o *There are clear opportunities for '**localising**' community facing services – timely targeting [scarce] of resources*

- o *Linked to the theme of regeneration, there are exciting and innovative opportunities (and potential funding) available to take the concept of a 'One stop, Pop-Up Shop concept forward*

- o *The concept should be innovative and high quality – '**The Apple Shop of getting older'***

- o *There is a need to confirm if such a concept is **viable** – a '**Business Case'**, to ensure long-term sustainability*

6.6   Observational Studies

With objectives of learning from the experiences of others, the following is a summary of observations studies:

- o Dudley based **Beacon Centre for the Blind** (http://www.beacon4blind.co.uk/) –

successfully opened in 2009 in partnership with Bromford Housing, the building (pictured) offers a wide range of

community and commercial services that includes:

- o **71** apartments at Beacon Court

- A restaurant
- Café-bar
- Hairdressers / Unisex Hair & Beauty parlour
- Meeting rooms
- Conference facilities
- Charity shops
- Sensory garden
- Outreach / workers, visiting and supporting **3000** people in a single year
- Localised branch offices, facilities and services
- Projects and initiatives that include:
  - *Beacon4work*
  - 1:1 advice and guidance to establish goals and achieve personal development plans
  - Access to employment opportunities
  - IT training
  - Job coaching, which includes assistance with application forms, CV preparation and interview techniques and assessments
  - Charity shops

The following testimonial is noted on the organisation's website, which is apparently from a commercial [fee paying] customer:

'I just wanted to thank you for allowing us to use your lovely facilities at the centre yesterday and for being so attentive. We all enjoyed the day, the refreshments were ready, waiting and on time. The lunch was excellent, (a good selection and mix), the person who is vegetarian was very pleased with her meal. The room was lovely to train in, people commented on the pleasant atmosphere and the convenient 'free' parking. We had some positive feedback about the venue on the evaluations, 'good venue'; 'venue excellent'. I am sure we will be using your facilities again in the future, and I will be recommending the venue to other colleagues. It was an excellent day, everything went smoothly and all our requests had been met. So thank you once again. I could not ask for any more'. **Anon Conference Centre User**

o The proposed **£7.1m** Porthcawl based '**Harbourside**' (pictured) – is the subject of a recent feasibility study completed by Wider Impact Consultancy – see link

http://www.widerimpact.com/may-2014-wider-impact-delivers-7-1m-feasibility-study. Key findings of the study include:

With an emphasis on maritime related sport, fitness, leisure, community learning, local heritage, the arts and employment and steered by a highly experienced, multi-skilled and enthusiastic group of entrepreneurs and industry experts [The Board], Harbourside will be ecologically, environmentally and has the potential to be economically sustainable, providing a prestigious headquarters for a number of local, regional and national groups and organisations, which will include the Porthcawl Sea Cadets and the Welsh Surfing Federation.

Additional benefits will include the provision of business, office and conference facilities together with high quality business incubator facilities for creative entrepreneurs.

It is highly significant that Harbourside will support and deliver in the region of **145** new jobs (direct and indirect), wider employment opportunities and will play a key and strategic role in supporting the economic sustainability of Porthcawl and surrounding areas.

Key to the success of Harbourside is an inspirational and innovative proposal that supports national, regional and local regeneration strategies and initiatives, with outcomes linked to public, private and third sectors working together to strategically tackle key issues such as, levels of economic activity, jobs and employment prospects, healthier communities, sustaining the natural environment, and the preservation of an historic and successful [Welsh] coastal community.

It can be clearly demonstrated that there is a need for this Project. This has been clearly established through the well-structured and organised consultation process.

- o Leamington Spa based **Bath Place Community Venture** (http://www.bathplace.org/) – was established in 1974 as a highly successful 'not for profit' community facing third sector organisation, and clearly reached its peaks of achievements by March 2009, with an annual income of **£330,000**. 'Ventures' included five programme areas: Nutrition, Early Years Development, Youth Work, Meeting Space and Learning Opportunities.

During late 2009 a devastating fire destroyed the organisation's base, and it was from this point that a downwards slope began. Despite an ambitious plan to renovate the organisation's temporary home – the Old Library, resources and time is running out. The Old Library, was sold by its owners (a local University), to property developers. The organisations former home, and potential new base, [devastated by fire] has been sold by the County Council to developers.

It is likely that the organisation will cease trading in the not too distant future. The current Operations Manager offers the following 'lessons learnt' to the feasibility study:

- o Being 'needed' and valued by service users is not sufficient to ensure the future of any organisation
- o There is a clear need for a strong and rigorous business plan to support major developments
- o **Cash flow** / **sustainable revenue funding** will **always** be a key issue and challenge
- o [Cash] Reserves are vital to mitigate against the unexpected
- o Partnership working and support from public sector bodies is extremely important

6.7   Project Group Workshop Two

As with the first workshop, the event was well attended. Opportunity was taken to deliver feedback on the progress of the feasibility study, which was positively received. Areas of agreement centred on the following key [Project] outcomes:

1. 'Need' established – '**direct**' '**support**' / '**guidance**' delivering
    - Targeted / Flexible / Timely services and resources
    - Building on / Complimenting existing services

2. Delivery mechanisms include
    - **Social Department [Independent Living] Store / Hub**
        - 'Physical' presence
        - Potential asset transfer from Local Authority
        - Quality / innovative – '*the Apple Shop of getting older'*
        - Including **preventative** options
        - Central / accessible to service users
        - Agencies based / working under one roof
        - Sharing resources / overheads
        - Self-sustaining 'Social Enterprise'
        - Managed / delivered by third sector Agent / Agencies
    - **Temporary 'Shops'** – 'Meanwhile Use Leases'
    - **Pop Up Displays** / '**Beacon Bus**' – innovative, timely following 'need'
    - **Social Media** – innovative / creative / exciting!

3. 'Need' for enhanced joined up / partnership working
    - Preparing the ground for
        - Improved collaboration / information exchanges
        - Improved services
        - Sharing resources / **essential** cost savings

4. 'Challenges' ahead include
    - *Politics*
    - Austerity
    - To *do nothing* is **not** an option – ageing population
    - Communication – all Sectors
    - Duplication / replication of resources / strategies
    - Need for Local Authority and Health to 'work together' strategically
    - **Capacity**, **capability** and **will** of the 3rd Sector to deliver
    - Funding – potential ERDF funding
    - Risk

Delegates were invited to respond to the following questions:

1. '*What's in it for you*?' [your organisation] – see **Table 1**

2. '*What can you offer to the Project?*' – see **Table 2**

3. '*What can you pledge to the Project*' – see **Table 3**

Table 1 *What's in it for you?*

Response	Organisations
Reaching more people - Message being delivered - Collaboration and networking	Beacon Centre
Joinedupness – Making best use of existing services - More effective information advice and guidance	Dudley MBC
Increased partnership working	Headway Black Country
To develop a greater capacity to identify and deliver more person centred services meeting citizens' needs. Greater opportunity for citizens to access effective info, advice and guidance. Increase in numbers of Community Connector volunteers	Safe & Settled
Enhanced service for people we support – Networking	Langstone
Department Store – Bureau location? Extend our reach to community – innovation collaborative working	CAB
To engage and collaborate in order to help sustain the organisation Not sure*	Hallas Homes DCVS

Table 2 'Offer' to the Project

Response	Organisations
To participate in the project development - Information / data from our client group	Headway Black Country
Commitment to drive forward - Coffee Shop premises - Learning Disability specialism – Learning Disability Staff	Anon
Beacon Bus Venue Staff time and resources. Statistics	Beacon Centre
Strategic alignment with Clinical Commissioning Group / Health and Well Being Board etc	Dudley MBC
Experience of catering and training delivery – *Lunch on the Run*.	Langstone
Quality advice service · connections - contacts – Strategic input VCS collaboration on this and wider context. Statistics	CAB
Vision Strategic development ·Knowledge expertise - A will to collaborate	Safe & Settled
Share my experience of temporary / locality services driven by customer need.	Anon
Access to diverse communities Sandwell MBC mode Happy to be part of developments*	DCVS

Table 3 Organisational Pledges

Response	Organisations
Support around external funding – premises etc. Commitment to support sector. Financial support to develop the Business Plan – if there is commitment Not sure*	On behalf of the Regeneration Team, Dudley MBC DVCS
Help shape the Project	Beacon
Give best commitment to drive the Project [that time allows] -. Make it work!	Anon
Use of a small venue - Ongoing participation	Langstone
To act as a volunteer to deliver services as part of the end product To be a volunteer ambassador	LF
To contribute to project development	Headway Black Country
Time from CAB to develop idea - Potential source of revenue as a tenant	CAB
Commitment to support the Project development	Thomas P. (email)
To continue to lead and steer this concept to the outcomes of the business case – To make strategic connections Provide relevant information / data / rationale for project development Some skilled staff re volunteering, funding advice, governance, health & social care etc. Communication with wider sector. Critical friend*	SAS DVCS

Notes:

1. * indicates retrospective submission by DCVS

6.8 Option Appraisal / Next Steps

Delegates were invited to respond to the following **Project options**:

1. *Do nothing* [stagnation / reduction / loss of front-line agencies / services – demand outstripping supply - crisis]

2. Adopt the principal of the third sector leading on the **delivery** of resources

3. Adopt the principal of the third sector 'joining up' more

4. Adopt the principal of the formation of Social Enterprises

5. Identify / develop key 'leaders' / managing agents to deliver / front strategies, services, projects and initiatives

6. Adopt the principal of varied [**targeted**] delivery mechanisms

7. Further research on the 'viability' [costs] 'Business Case(s)' of the development and delivery of the [delivery] models outlined at **Section 5.10**.

It was agreed that **Option 1** was not an option, and it is feasible for all other options to be taken forward.

Next steps to include an application by Safe & Settled to apply for local authority Progression Funding, with aims that include the development and delivery of an independent Project Business Plan.

7.0   Summary of Findings

7.1   Introduction

Findings are presented as a summary of desk and field research, with aims that include establishing the feasibility of the concept of 'One Stop, Pop-up Shops'. Due note is made of the 'needs' of an ageing local population, recent legislation, local authority strategies, delivery options, funding opportunities, beneficiary and stakeholders' views, the capacity and capabilities of the third sector, and observational studies.

7.2   Community 'Needs'

As outlined at **Section 5.2** in line with UK statistics, Dudley's population is ageing, and is projected to increase over time whilst, the overall population is projected to remain largely stable. The key outcome is that a smaller working population will, in future, need to take on **increased caring** and **financial responsibility for an ageing population**. It is also significant that:

- o   Dudley compares **less favourably** with the West Midlands and the UK in terms of 'very good health', and is more or less on a par in relation to 'bad' and 'very bad health'
- o   Data indicates an **upward trend** in terms of the Dudley population having a limiting long-term illness.
- o   BME households reported **higher levels of disability** / **long term illness** than the general Borough population. (**32.9%** compared to 25.9%) and higher care / support needs (**56.8** compared to 54.2%)
- o   The proportion of registered blind and partially sighted people recorded as having an additional disability in Dudley is **62.7%**, compared with 35.1% in the West Midlands as a whole.

7.3   Legislation

Building on the findings of the **2011 Dilnot Commission**, there can be no doubt that the **Care Act** will play a significant role in shaping the local delivery of care and support services. As highlighted at **Section 5.5** the Act outlines *clear responsibilities on local authorities, which includes making sure that people are provided with, and can get the information and advice they need to make good decisions and care and support*.

7.4 Local Strategies

Due note is made of relevant key local authority and stakeholder initiatives that include:

- o **Making it Real in Dudley** - a high level action plan and 'blue print for change', described as '*A commitment by the local authority, in partnership with key stakeholders to demonstrate the social care is becoming **person-centred'***

- o **Supporting People Strategy** – with a vision to '*promote independence through inclusion, equality and support'*, with objectives that include helping people to lead fulfilled and independent lives in homes of **their** choice

- o **Community Information Points** – delivered by Healthwatch Dudley in partnership with Dudley Citizens Advice Bureau and Dudley MBC, objectives include training 'an army' of **Information Champions**, who will give community information, with aims that include preventing local people from getting into crisis situations

- o **Community Connectors** – delivered by Safe & Settled, aims include helping people make the right care choices for their own circumstances, and offers impartial, expert advice and support helping people make the right care choices for their own circumstances

7.5 Delivery Options

Whilst the original commission brief was to '*explore the feasibility of a 'pop-up shop'*, it quickly became apparent that a number of delivery options are available:

- o Social Department Store model
- o Pop-up shops
- o Meanwhile Use Leases
- o Web Sites / Social media

As outlined at **Sections 5.11** to **5.14**, each has an integral and potentially supporting role to play in the delivery of the Project.

7.6 Local Libraries

As highlighted at **Section 5.15**, due note is made of the [impressive] existing and potential role Dudley Libraries & Archives can play in the delivery of the Project.

7.7   Service Users Survey

Whist the research sample is relatively small, it is apparent that useful information and data has been captured. This includes an indication that local people [Service Users]:

- o Generally feel that improvements can be made to the Dudley 'support offer'
- o Support needs include decision making, finding / navigating services, finance, social needs, benefits, health and well-being needs and employment / training
- o Will value a building / place where support is available, with the use of peers / one to one [expert] support to access information that should ideally be in one place and easily accessible

7.8   Third Sector Involvement

A case has clearly been made for third sector involvement in the development and delivery of the Project. Based on consultation with those who have made themselves available:

- o There is a clear 'will' for the Sector to take ownership of the Project
- o **Challenges** include:
  - o Politics
  - o Protectionism
  - o Apathy
  - o Leadership – including the capacity and capability of the Sector to develop and deliver such an ambitious project – with particular regard to a Social Department Store outlined at **Section 5.11**
- o **Opportunities** include:
  - o Joined up services
  - o Collaborative working
  - o Improved communication
  - o Innovative, targeted projects and initiatives – meeting the 'needs' of local communities
  - o Funding opportunities – see **Section 5.16**
  - o Value for money / improved Social Returns on Investments
- o **Pledges** (see **Section 6.7**) include:
  - o Time / commitment
  - o Experience

- o Data / information
- o Venues / resources
- o Influence
- o Links
- o Advice / specialist support / critical friend
- o Energy – i.e. belief in the Project
- o Revenue income – e.g. as a tenant / user of services

7.9   Observational Studies

Based on studies of the three, existing, aspirational and [potentially] failing projects / buildings, it is apparent that:

- o Supported by a rigorous business plan and effective governance such third sector led projects can achieve their aims and objectives
- o Projects should be professionally delivered, innovative, exciting and of extremely high quality, meeting the wide and varying '**needs**' of customers and clients
- o The need for sustainable cash flow / revenue and reserve funding should not be underestimated
- o Multi-sector / innovative partnership working is essential

7.10   Option Appraisal

As outlined at **Section 6.8** a number of options have been identified in relation to the development and delivery of the Project.

7.11   Funding

It is significant that as outlined at **Section 5.16**, funding is potentially available to support the development and delivery of the Project.

7.12   Summary

Based on research findings there is a clear '**need**' for the Project in terms of:

- o Meeting the needs, aspirations and demands of an ageing [Dudley] population, which will increasingly require varying levels of support and advice in areas associated with health and social care
- o Meeting the requirements of Government legislation

- o Enabling the sustainability of local third sector organisations
- o Supporting the delivery of local authority strategies, projects and initiatives
- o Delivering new ways of working – linked to innovation, high quality and the ethos of community facing facilities becoming the '*Apple Shop of social care'*
- o Austerity – tackling the challenges of ever shrinking budgets / funding opportunities, whilst enabling the delivery of high quality local, community facing services
- o Improving communication channels between all sectors
- o Reducing incidences of duplication and replication of community facing services, projects and initiatives
- o Enabling the targeting of community facing projects and initiatives

8.0   Option Appraisal / Recommendations

8.1   Introduction

Having established 'need' for the Project, it is apparent that linked to commission objectives (see **Section 3.1**) the options outlined at **Section 6.8** should be considered:

1. *Do nothing* [stagnation / reduction / loss of front-line agencies / services – demand outstripping supply - crisis]

2. Adopt the principal of the third sector leading on the **delivery** of resources

3. Adopt the principal of the third sector 'joining up' more

4. Adopt the principal of the formation of Social Enterprises

5. Identify / develop key 'leaders' / managing agents to deliver / front strategies, services, projects and initiatives

6. Adopt the principal of varied [**targeted**] delivery mechanisms

7. Further research on the 'viability' [costs] 'Business Case(s)' of the development and delivery of the [delivery] models outlined at **Section 5.10**.
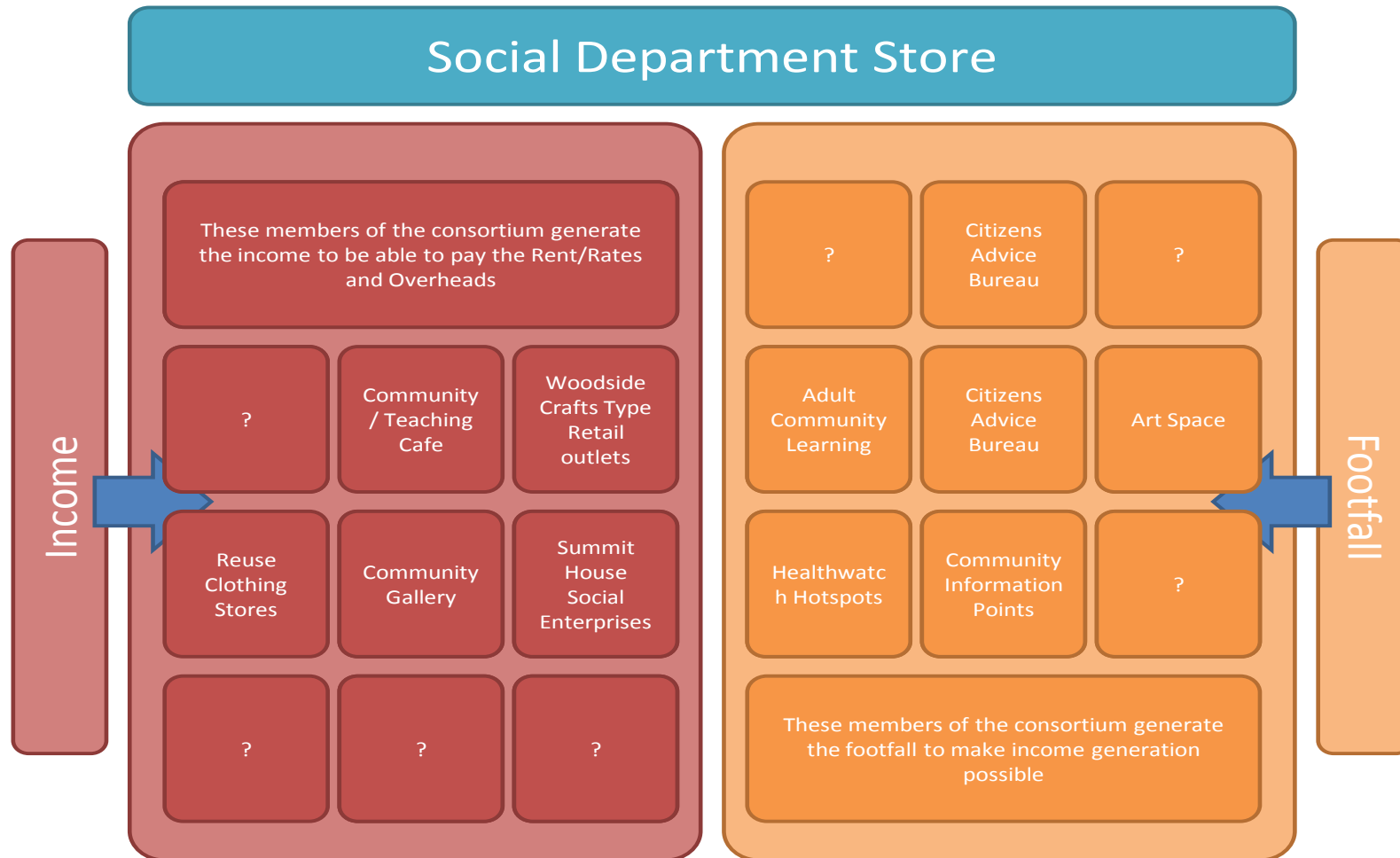
8.2   Recommendations

The following recommendations are tendered:

1. Building on Project Group findings (see **Section 6.8**), it is apparent that **Option 1** is **not an option**.

2. It is feasible for all other options to be taken forward, which includes the concept of a third sector led, centrally based '***Social Department Store***', supported by delivery mechanisms such as Pop-up Shops, Meanwhile Use Leases and innovative uses of social media.

3. Next steps should include an application by Safe & Settled to apply for local authority Progression Funding, with aims that include commissioning the development and delivery of a rigorous [independent] Project Business Plan.

4. The Business Plan should take due note of existing / complementary projects and initiatives such as those highlighted in this report, and should not lose sight of the role of local organisations such as Dudley Libraries and Archives in the delivery of Project aims and objectives.

5. The role of the [multi-agency] Project Group should be taken forward to include overseeing the development and delivery of the Project Business Plan.

6. Steps should be taken to locate a third sector 'Project Champion', whose role will include leading on the development and delivery of the Project, and supporting the development and capacity of the sector as a whole to develop and deliver the Project and similar initiatives.

Appendix A

Social Department Store

Income

These members of the consortium generate the income to be able to pay the Rent/Rates and Overheads

?	Community / Teaching Cafe	Woodside Crafts Type Retail outlets
Reuse Clothing Stores	Community Gallery	Summit House Social Enterprises
?	?	?

Footfall

?	Citizens Advice Bureau	?
Adult Community Learning	Citizens Advice Bureau	Art Space
Healthwatch Hotspots	Community Information Points	?

These members of the consortium generate the footfall to make income generation possible

Appendix B

Workshop 1 – Summary of Findings

Q. *What are the Gaps in Current Care Services?*

- o Information sharing (x3)
- o Lack of knowledge of services (x4)
- o Networking opportunities
- o Providers working collaboratively
- o Clear lines of communication
- o Accessible information points
- o Where to access relevant information
- o Visibility of and coordination of the various services available
- o Advice / support 'ping pong'
- o Local accessibility
- o Joined up / seamless approach
- o Culturally specific services
- o Advice tailored to the individual
- o Jargon free advice
- o Getting ethnic minorities groups involved
- o Timely Advice
- o Accurate Advice
- o Holistic approach
- o Joined up working
- o Accessible advice
- o Easy access no. to contact
- o Listening Ear
- o Navigation
- o Understanding the difference the voluntary sector can make
- o Timely rehabilitation
- o Lack of specialist knowledge – GP

- Steps towards accessing support
- Don't know
- Agency who needs the information
- Info in 1 place - not lots of places
- Formats of information meet all needs
- Culturally diverse service delivery
- Focus on Info Thursday IT
- Recognition needs vary
- Accessibility
- Advice for people whose first language is not English
- Streamlined advice
- Usually have to leave home to get IT not always possible
- Understandable info & relevant
- Long term contact
- Need to reach all ages not just 60+
- Person centred advice

Q. *What are the Opportunities?*

- A joined up approach (x9)
- Advice and support where and when needed (x7)
- Reaching all communities
- Agencies able to ensure services are people centred
- Faster support
- Information is power – ultimately outcomes could be improved for individual
- Less social care provision need for community info
- Making it simple and easy for users in communities
- Create engagement to reach everyone
- Create healthier and more independent individuals and communities
- Getting it right for the individual

- Individuals enabled to find help in timely way

- Break down barriers

- Raise awareness of not so well known services

- Gain knowledge of services for own organisation

- Holistic approach

- More choice in H&S care

- Improved quality of services

- Reduce duplication and confusion

- Collaboration = Economy

- Improved relationships with other providers

- Increase in market development, service innovation

- Reduce stress and burden on carers and families

- Build social capital

- Do things differently

- Networking small org's into wider structures

- Tailored "pop up" to suit locality e.g. ethnicity / age etc.

- Access to groups - not well known

- Centralized resource / knowledge bank

- Develop to meet needs flexible?

Q. *What are the Potential Barriers?*

- Who is leading? (x2)

- Power / Politics (x2)

- Capacity – 'the day job' (x3)

- Partnership working

- Defining the effective 'foot print' of communities

- Who / What organisation can help to organise?

- Capacity to engage even in interested

- Maintaining Independence v Gravitas!

- o Fear of duplication of effort

- o Understanding of what we each do

- o Raising awareness of a charity, but no funding to support their work

- o Define range of partnership – private / Independent / Voluntary / Statutory?

- o Initiative overload syndrome (IOS)

- o Best way to communicate?

- o Understanding by all groups to "What is it etc…."

- o Engaging very small organisations

- o History

- o People to sign up

- o Reaching people all ages in format suitable for them

- o Equality

- o Not leaving any organisation out

- o Sharing 'work' fairly

- o Change!!

- o Size & Capacity

- o Finding time to suit all involved

- o Training for the staff to make it one stop

- o Maintaining Currency of info / evidence

- o Attribution of outcomes i.e. fairness

- o What's in it for me?

- o Equitable partnerships

- o The future isn't looking bright, many organisations will be prioritising survival

- o Lack of professional integrity

- o Must 'road test' user journey / experience

- o Council wanting to own this

- o Ensuring all groups work together without detriment

- o Must be inclusive over time to all sectors (VS / Private / Public)

- o Power

- o Inclusivity

- To hone in on the USP/ differentiator and then the HOW?

Q. What are the Key Challenges?

- Duplication (x3)

- Addressing barriers e.g. language / cultural perceptions

- Community engagement

- Getting people there

- Accessing

- People not happy in trying to locate office when keeps moving

- Information overload

- Named people can relate to

- Using the right mix of channels – verbal / phone / electronic / paper

- Accessibility

- Access to different communities

- Who takes ultimate control / responsibility?

- Creating and keep collaborating

- Adding value to existing advice / services

- Cultural differences

- Lack of trust if support / shop there 1 day gone the next

- Potential complexity of questions

- Getting places on board e.g. if pop up in Merry Hill , Com Bow

- Managing process of 'popping up' to share work

- Cost of shop premises

- Resources (all types)

- Funding

- Think it should be information plus service

- Differing agendas

- Too hard box

- Reaching the 'right' people

- o Time

- o Sustainability

- o HR / Staffing

- o Removing complexity making it simple

- o Has tried and failed before. What's the differentiator?

- o Ensuring staff recognise the need to sign post correctly

- o Gaining trust

- o Providing enough face to face 'people to be connectors'

- o Keeping info current and up to date

- o Diverse population

- o Marketing if premise changes regularly

- o Funding running out

- o Getting "buy" in from wider H&SC providers

- o *Die Hard's* - lack of belief

- o Reluctance from external agencies including communities

- o Keep info updated

- o Balancing dynamic communities – led with structuring delivery

- o Too many different systems / it not connecting

- o Recognition no 2 the same not one fits all

- o Many not associate for example on inability to manage money with head injury

- o Localisation

- o Lose direction e.g. planned strategic, project management

Appendix C

Thank you for taking the time to complete this short questionnaire, which will be used as part of an independent feasibility study into '**One stop, Pop up Social Care Shops'** in Dudley.

Section 1 Personal Information (Please tick **all** that applies)

Male ☐   Female ☐   Age …………   Postcode ....……………

Carer? **Yes** ☐   **No** ☐   Disabled? **Yes** ☐   **No** ☐

Rely on others / a 'Carer' / 'Personal Assistant' / family member(s) for support?   *Yes* ☐   **No** ☐

Section 2 Your views about support and advice in the Dudley area (Please tick **all** that you agree with)

I know where to access all the support and advice I need ☐

It has / is proving easy to locate relevant support and advice ☐

It is up to date and relevant to my / our needs ☐

It is easy to understand ☐

Section 3 What are YOUR support needs? (Please tick **all** that applies)

Care & Support ☐   Health & Well Being Needs ☐   Benefits ☐   Finance ☐   Decision Making ☐

Finding / Navigating Services ☐   Social Needs ☐   Caring Responsibilities ☐   Volunteering ☐

Housing Advice ☐   Personal Assistants ☐   Employment / Training ☐   Living independently ☐

Using IT to access information ☐

Other (Please specify) …………………………………………………………………………………………………..

Section 4 Building on YOUR support needs (see Section 3), what could be improved in relation to receiving support and advice to meet your needs? (Please tick **all** that you feel apply)

It would be ideal if advice and support was more up to date and relevant ☐

It would be ideal if all the information I / we need was in one place / regularly available ☐

It would be ideal if I / we could visit a building / place where advice was available ☐

It would be ideal if I / we could meet an expert face to face ☐

It would be ideal to meet with, and learn from others who share my / our needs ☐

Other views (*please state*)...

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wider**impact**

Independent Analysis. Strategic Reviews

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