



**MERTON CLINICAL COMMISSIONING GROUP
WILSON PROGRAMME BOARD**

Date of Meeting: 7th June 2018

Agenda No:

Attachment:

<p>Title of Document: Wilson Wellbeing – update and next steps required to move Workstream forward</p>	<p>Purpose of Report: To set out the next steps required for the development of the wellbeing aspects of the Wilson Campus, and gain go ahead for next steps to set up governance structures</p>
<p>Report Authors: Amy Potter (Consultant in Public Health); Dave Curtis (Wellbeing Campus Development Manager)</p>	<p>Lead Director: Dr Dagmar Zeuner (Director of Public Health)</p>
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<p>Executive Summary: This paper sets out the next steps that need to happen in order to move forward the set up of the delivery vehicle to take forward the development and delivery of the Wellbeing model, facility and services on the Wilson site. This builds on the work that was done by the Wellbeing Campus Development Manager in 2017 to look at governance options, and has been informed by independent advice from Amion Consulting. It is recommended that the next step is to set up a Special Purpose Vehicle (SPV) under MVSC to work towards securing funding and delivering the wellbeing aspects of the Wilson site.</p>	
<p>Key sections for particular note (paragraph/page), areas of concern etc: Sections 3.1, 3.2, 3.4 (next steps and timeline)</p>	
<p>Recommendation(s):</p> <ol style="list-style-type: none"> 1. Wilson Programme Board are asked to note the proposed next steps and timescales; 2. Wilson Programme Board are asked to agree that the Wellbeing Campus Development Manager should proceed with the set up of an SPV hosted by MVSC 3. MCCG will work closely with the Health & Wellbeing Campus community owned entity to explore possible seed funding sources, both internally and externally, to support its set-up and long term sustainability as part of its ongoing commitment to the joint health and wellbeing vision for the site. 	

Committees which have previously discussed/agreed the report:

N/A

Financial Implications:

See body of report

Implications for Wilson Programme Board:

See body of report

How has the Patient voice been considered in development of this paper:

N/A

Other Implications: (including patient and public involvement/Legal/Governance/Risk/Diversity/ Staffing)

N/A

Equality Assessment:

N/A

Information Privacy Issues:

N/A

Communication Plan: (including any implications under the Freedom of Information Act or NHS Constitution)

As part of the wider Wilson Comms plans

Wilson Wellbeing – update and next steps required to move Workstream forward

1. Background

A report on the Wilson Wellbeing Campus Model was brought to the Wilson Programme Board on 20 July 2017. This set out the short list of proposed wellbeing services, the estate options including the proposed use of the Lodge as the base of operations for the wellbeing services, and included a summary of the options appraisal that had been carried out for the 'delivery vehicle' to oversee the co-production and co-delivery of the wellbeing model, as part of the wider East Merton Model of Health and Wellbeing (EMMOHWP).

Since then, there has been significant progress in moving the overall Wilson project forward to the stage of New Project Instruction, in developing the integrated Wellbeing offer, and in strengthening the Comms and Engagement around the project. The New Project Instruction is expected to be given by South London Health Partnership in June 2018. This is a significant step in the process, confirming deliverability of the scheme within the affordability cap of the CCG and allowing the detailed design development to commence.

In line with the vision for a Health and Wellbeing Campus, the build will be designed to facilitate integrated health, care and wellbeing support (including MDT space funded by health). At the current time, the Lodge building on the site still looks like the best location for the initial centre of the wellbeing services, and work on securing the Lodge is ongoing; however the work to develop the wellbeing model is not limited to securing the Lodge site, and other options are also being explored.

Amion Consultancy (funded via One Public Estate, OPE) continue to work with Public Health, the Wellbeing Campus Development Manager and the Wilson Project Team on the proposed governance and the development of the Business Model for the wellbeing aspects of the site.

2. Purpose of the paper

This paper sets out the next steps that need to happen in order to move forward the set up of the delivery vehicle to take forward the development and delivery of the Wellbeing model, facility and services on the Wilson site. This builds on the work that was done by the Wellbeing Campus Development Manager in 2017 to look at governance options, and has been informed by more recent independent advice from Amion Consulting,¹ who have previously worked with the London Borough of Merton on the Business Plan for The Canons, adjacent to the Wilson site, and know the East Merton area well.

3. Detail

3.1. Purpose and function of the delivery vehicle for the EMMOHWP

In order to coordinate and drive forward the Wellbeing aspects of the East Merton Model of Health and Wellbeing (EMMOHWP), an independent 'vehicle' needs to be set up to further develop the plans and then to 'hold' the ownership of the co-production and co-delivery of the Wellbeing Campus centred on the Wilson, to enable both initial fundraising, and ongoing management and resourcing, as well as community ownership of the developing model.

A SWOT analysis was undertaken in 2017 to consider different routes that would be best placed to support the objectives of the Wellbeing (Community) part of the Wilson project, for instance through the set up of a Community Interest Company (CIC), a Special Purpose Vehicle (SPV), or a Charity. There are a number of options for the structure that would meet the needs of the developing Wellbeing Campus, but the SWOT analysis (supported by the independent advice received from Amion more recently) is clear that the first step is to form a Special Purpose Vehicle. It is likely that the next step would then be the set up of a Community Interest Company rather than a Charity, but this decision will be made further down the line.

¹ Amion Consulting are an economics, financial and management consultancy who previously worked on the Business Plan for The Canons, Mitcham, which helped to secure £4m from the Heritage Lottery Fund.

Role of a Special Purpose Vehicle

An SPV is a legal entity created for a limited purpose including the acquisition and/or financing of a project. They are often set up to isolate financial and legal risk, and are widely used to secure property based financial products.

The SPV would be created to carry out a limited number of specific objectives. The specific objectives for a Wilson Wellbeing SPV are likely to be along the following lines:

- a. To set up the staffing, structure and governance for the delivery for the East Merton Model of Health and Wellbeing, deciding whether a CIC or Charity or other model is most appropriate
- b. To register the CIC/Charity
- c. To secure an initial base for operations, e.g. the Lodge
- d. To develop a detailed funding model for running of the CIC/Charity, and secure funding for Year 1 (as a minimum)

Once it had fulfilled its objectives, the SPV would then be dissolved.

Function of the CIC/Charity

When set up, the purpose of the CIC/Charity would be to oversee the following functions:

- Coordination and management of the current wellbeing offer, as part of the developing East Merton Model of Health and Wellbeing
- Fundraising to develop facilities (e.g. refurbishment and/or rebuild of the Lodge) and to expand the range of wellbeing services on offer
- Capacity building of the local voluntary and community sector
- Developing the future wellbeing offer including attracting new partners and funding

It is important that the SPV and any subsequent CIC/Charity are set up with a relatively broad objective to drive forward the East Merton Model of Health and Wellbeing in its wider context (not just the Wilson site) and to tackle health inequalities. This ensures the remit is wide enough to be able to remain relevant in changing contexts, adapting and responding to local need.

3.2. Proposal for set up of this new entity

As above, the proposal is to set up a time-limited SPV to further develop the plans for a future long term community-owned entity. In order to get an SPV off the ground will require the following:

- i. *An organisation to host the SPV:* it makes sense to use the existing coordinating body for the voluntary sector in Merton – Merton Voluntary Service Council (MVSC) – to host the SPV, as MVSC are well-established and have experience of setting up new organisations and finding grants to support voluntary sector services. Whilst the SPV would be hosted by MVSC, the structure of an SPV would mean that there is no liability to MVSC or others. *[N.B. Any CIC/Charity set up in the future to hold ownership and management of the Wellbeing campus would be a totally separate entity from MVSC or others.]*
- ii. *Staff resource:* The Wellbeing Campus Development Manager is in post until February 2019. The focus of his role is to support the set up of the SPV and support the development of plans for the delivery vehicle for the wellbeing aspects of the site including plans for staffing and management, and to then hand over to the new entity.
- iii. *Financial resource:* this is minimal for set up of an SPV. The main resource required is staff time to develop the SPV objectives, and to develop and oversee the SPV delivery plan, and so should be covered in the main by i and ii above.
- iv. *Local voluntary and community sector involvement:* the existing members of the Wellbeing Workstream Group (Senior voluntary and community sector leaders) would be invited to be involved.

In terms of the resources required after the set up of the SPV, further work needs to be done (as part of the process of delivering the SPV's objectives) to assess the financial model for the set up and operational costs of a CIC or Charity. The general approach to the set up of a Wellbeing CIC/Charity would be to start small, with the employment of a member of staff by the CIC/Charity (c.£50k per year), the rental of the Lodge (at an estimated c.£20k per year) and use of existing commissioning streams for wellbeing services, whilst initiating a programme of fundraising (exploring both local philanthropy, local business Corporate Social Responsibility, and local and national grant giving bodies) in order to be able to refurbish and/or rebuild the Lodge 2-3 years down the line (at an estimated c.£2M ballpark figure), as well as to expand the wellbeing offer and service delivery.

It would be of mutual benefit for MCCG to explore with the Health & Wellbeing Campus community owned entity to explore possible seed funding sources, both internally and externally, to support its set-up and long term sustainability as part of its ongoing commitment to the joint health and wellbeing vision for the site.

3.3. Contingency planning

At the current time, the Lodge building on the site still looks like the best location for the initial centre of the wellbeing services, including as the base for the operations of the CIC or Charitable entity. However, work to develop the wellbeing model is not limited to securing the Lodge site, and other options are also being explored.

If the Lodge building is unavailable, the coordination of the wellbeing model is likely to be able to happen elsewhere (for instance, through other premises such as office space at MVSC), although the visible presence of a wellbeing hub/facility on the site is important for the vision of the whole site as a health and wellbeing campus owned by and for the local community, and so this lack of Wellbeing 'base' on the site would not be ideal.

If the SPV is unable to find the requisite funding for the set up of a CIC/Charity, then the SPV can be dissolved, and the wellbeing services proposed as the initial offer on the Wilson site (e.g. healthy lifestyle sessions, drug and alcohol recovery sessions, drop in debt advice) still have revenue streams attached as commissioned or grant-funded services. Therefore it is likely that they can still be delivered through use of flexible MDT space and the central café and atrium in the main facility, as currently planned, albeit with a Wellbeing model of reduced scale and ambition.

If all that can be delivered on the Wilson site is what is already commissioned or grant funded, without the added value of a new Community Wellbeing entity, then the risk is that this new model will not create the step change in inequalities for East Merton that is envisioned, or bring the community in to strengthen, influence and aid future development of services and partnership working. However, the process of exploring an SPV itself will have been beneficial as a catalyst in bringing together and strengthening voluntary sector coordination in East Merton, including around working together on joint funding bids, and these relationships and the joint working around the EMMOHWB from the voluntary and public sectors would be able to continue without the specific structure of an SPV or CIC/Charity.

3.4. Next steps and timeline for more detailed proposals

The planned timeframe to set up an SPV is given below. The work with Amion on the Business Case to support the Wellbeing aspects of the site will progress once the New Project Instruction is given, when NHS Property Services will be able to specify the terms and conditions for the Lodge House part of the site, and once more detail on the wider Master Plan for the site is available in late summer 2018.

This is subject to change given the other dependencies (for instance, decisions around the Lodge building), but the Wellbeing Campus Development manager will keep the Wilson Programme board informed of any significant changes to the timescales set out.

Wellbeing Workstream milestones	When**	Wilson programme milestones**
SPV objectives developed*	Jul 2018	July 2018 Development company instructed
SPV set up*	Aug 2018	Aug – Dec 2018 Developing detailed site design
Delivery plan to meet SPV objectives developed*	Sept 2018	
Paper to Wilson Programme Board on recommended structure of delivery vehicle (e.g. CIC or Charity)*	Oct 2018	
SPV delivery plan implemented*	Autumn 2018	
Wellbeing Business Case developed (supported by Amion)*	Autumn 2018	
Set up of CIC/Charity*	Nov 2018	Jan – Mar 2019 Planning application submitted
Handover from Wellbeing Development Manager to new delivery vehicle management	Feb 2019	

**lead by Wellbeing Development Manager*

***provisional timelines, subject to change (particularly given the impact that wider Wilson programme timescales related to design and planning have on the Wilson Wellbeing Business Case development)*

3.5. Recommendations

1. Wilson Programme Board are asked to note the proposed next steps and timeline
2. Wilson Programme Board asked to agree that the Wellbeing Campus Development Manager can proceed with the formation of an SPV hosted by MVSC to move forward the wellbeing aspects of the East Merton Model of Health and Wellbeing.
3. MCCG will work closely with the Health & Wellbeing Campus community owned entity to explore possible seed funding sources, both internally and externally, to support its set-up and long term sustainability as part of its ongoing commitment to the joint health and wellbeing vision for the site.