



Kington Services Study Final Report

This study was commissioned to explore a place-based approach to the delivery of services as a means of retaining access to local services. Its intention is to provide a blue print for future working within the market towns in Herefordshire through applying a coordinated and collaborative approach to service delivery through a partnership between public bodies and the voluntary sector and the community.

The study specifically considers how the current Customer Services Centre and Library could become a community hub acting as a focus point for a range of public and voluntary sector services / functions.

The key objectives of the study were to:

- Create an understanding of the number and nature of voluntary sector services / groups operating around Kington and public sector services delivered in the town.
- Explore opportunities for a joined up approach of service delivery in Kington.
- Understand gaps in services.
- Present a series of options for a community hub in the current Customer Service Centre / Library in Kington.

Methodology

To support the mapping and provide an evidence base to inform the development of options and recommendations the following research was carried out:

- Identification of local and national policy that will impact on the future requirement for information, advice and guidance services and other public services. i.e. increasing access to mental health services, increased demand for advice services relating to changes in the welfare system and the new Care Act 2014.
- Identification of the perceived needs for services within Kington and the surrounding area through reviewing documents such as the Your Community Your Say (YCYS) findings, Kington Town Plan and related research for the geographical area.
- Identification of existing co-location service models highlighting best practice and factors for success.
- A review of relevant demographic data and other data relating to the Kington population in order to identify current and future demand for public services in the area.

A cross-sector on-line survey was conducted with 39 local service providers (current and potential) to identify the range, nature, location, frequency and take-up of services / activities currently

delivered and future plans to establish or reduce services / activities in the area. A full list of survey respondents is attached as Appendix A.

An audit of services / activities currently delivered out of the current Customer Services Centre and Library and other community facilities in the immediate and surrounding area.

Meetings and telephone interviews were undertaken with LA key officers and other relevant stakeholders to explore potential opportunities for the co-location and co-ordination of services, and the availability of resources to support service delivery from the centre.

Meetings were held with representatives from Kington Town Council to explore the concept and vision for a 'Community Hub' and discuss potential management and ownership arrangements for the Kington Centre.

A full list of those consulted during the study is attached as Appendix A.

Background

Kington locality, in the north west of Herefordshire has a total population of 7,500 and covers 72 square miles making it the least densely populated sub-locality in Herefordshire. Kington town has a population of 3,200 and has the highest proportion of people aged 65+ out of all areas in Herefordshire.

GP practice profiles shows that Kington has the highest recorded levels of coronary heart disease in the county and the 3rd highest number of strokes. There is also a higher incidence of the following in Kington; Cardio-Vascular Disease, Cancer, Diabetes, Dementia and Chronic Kidney Disease (ie higher than the county average figure). 20.1% of Kington residents live with a limiting long term illness compared to the county average of 18.7% and there are relatively high numbers of smoking related admissions from the Kington population.

Findings from the 2012 Quality of Life survey show that residents of Kington locality have greater difficulty seeing their GP than those from Herefordshire overall. The problem is predominantly related to getting a suitable appointment although physical access to the surgery is also an issue for those without a car¹. Kington locality residents were also more likely to find it difficult to see an NHS dentist than those from Herefordshire overall. The predominant problem, (as is the case for Herefordshire overall) is related to the lack of an NHS dentist in the area with whom they could register.

As well as being amongst the most employment deprived in the county, 'Kington Central' falls within the 20% most deprived in Herefordshire in terms of overall income deprivation as well as income deprivation affecting children and income deprivation affecting older people. The town has a high rate of housing benefit claimants – close to a quarter of households – only lower than Leominster and south Hereford. A relatively high proportion of households in 'Kington central' don't have access to a car or van, which increases the need for the retention of local services.

Kington Town Council is very active and is currently in the process of discussing the establishment of a Community Trust to take over ownership of a number of key community assets formally owned by Herefordshire Council. This includes The Old Police Station, Kington Museum, the Market Hall, public toilets, open spaces and car parks. Subject to these plans getting the backing of full council community asset transfer is planned to commence from April 2015.

From the discussions held during the study it is clear that the Kington Centre is a key local asset and is valued highly by the local community. This is also supported findings highlighted in the

¹ This issue is likely to increase as a result of the recent withdrawal of the Kington-Leominster bus that made an 'on request' stop at the surgery.

Kington Town Plan². In 2006 it underwent significant refurbishment to make it fully accessible. The Centre, owned by Herefordshire Council, is a combined Customer Service Centre and Library. It has seen steady use over the last five years with recorded visits of 31,619 in 2013/14. The number of issues of stock has gradually decreased in recent years from 42,368 in 2008/09 to 29,011 issues in 2013/14. This is likely to be based on the fact that books have become increasingly easier to access over this period. During this period public access PC use has increased to 4,765 in 2013/14.

Information taken from the Impact Study undertaken by Herefordshire Council in August 2013 show that modes of transport for accessing the centre are relatively evenly split between car use and walking. This suggests high local use, but also use from the rural areas surrounding Kington.

Currently the Centre is open four mornings a week from 9.30am –1pm and from 2pm- 6pm on a Tuesday afternoon. The building is not currently used in the evenings. The library offers Books on Prescription and the Bookstart scheme. Until recently it ran a Bounce & Rhyme session for Parents & Babies and Book Challenge related activities during the school holidays for older children.

Registration services are currently delivered from the centre on a Thursday 9.30-11.30 and use one of the meeting rooms on the first floor. At the time of writing this report registration services across the county were under review. The outcome of this review and the impact on service in Kington are not yet known.

Kington History Society currently occupy two of the first floor meeting rooms. At present they do not pay to use this space. The History Society staff the office two days a week from 10.15-3.00 and use the space to store their microfiche equipment and records which prevents other potential users from renting this space.

Results from the mapping of services and interviews with key service providers

- There is a high level of community activity in Kington, examples of this include; sports and leisure clubs, Young Farmers and University of the Third Age (U3A).
- There are also high levels of community activity in the surrounding area, operating from village halls, examples of this include luncheon clubs, bingo sessions, dance clubs and a community library run in Eardisley.
- Since the reduction of the youth club youth provision is now run one evening a week from a temporary classroom at Lady Hawkins' School run HVOSS. Youth provision represents a gap in services and is deemed to be an area of need.
- Some countywide third sector organisations also run activities in Kington, for example Herefordshire Carers Support run a monthly support group and Age UK run a weekly luncheon club from Kington Court, Homestart run a weekly support session for families (0-5 year olds during term time only).
- Herefordshire Council currently delivers the following services in Kington; customer service function and registration services from Kington library, and family support services where the need is identified.
- In addition, a range of NHS and other health related services are delivered from the new GP centre and Kington Court. Kington Court offers private and NHS beds for elderly patients but is also the base for a number of other NHS services; Health Visitors, District Nurses, Occupational Therapy, Dentists.
- Children and Young People services are delivered through the Primary and Secondary School in Kington. The Children's Centre itself moved from the Youth Centre with Children's Centre services now delivered at the Parish Rooms and the Primary school. There is also a newly built nursery sited next to the Primary School.

² The library was identified as the 2nd highest priority for community buildings that the Town Council should take over ownership of.

- The main meeting places in Kington are the Parish House and Marwick Close Community Hall. The Burton Hotel is also used by groups due to the lack of other meeting space.
- Other places used include Kington Primary School, Lady Hawkins School (the hall is used for Flicks in the Sticks for example), the Old Police Station, the Training Room, and the Leisure Centre. The new medical centre also offers rooms to hire for other health related services.

The interviews with key service providers and individuals living and working in Kington reveal that:

- There is a strong culture of ‘self-help’ in Kington. The Town Council is very active and supports other key voluntary and community organisations in the town for example Marches Access Point (MAP) and the Tourist Information Centre
- There is also a lot of evidence of volunteering. The Tourist Information Centre is run by volunteers and there are many clubs and societies supporting volunteering
- There are some interesting private businesses in Kington, which also respond to local need for example The Garth nursing home which is currently developing a memory café and Red Kite Fostering agency which hosts ‘bounce and rhyme’ sessions following the withdrawal of these sessions at the library
- Many professionals and people living and working in Kington feel that there is the need for co-ordination of services, relating to wellbeing in Kington. Currently although there is a lot of community activity, for vulnerable people it is not always clear how activity or services can be accessed. **This may particularly be the case for older people and families**, therefore a central building which could provide a focus for wellbeing for Kington could enhance and complement existing activity and lead to other initiatives being developed by the local community.

Options

Based on the information gathered through the mapping and scoping phases of the work a range of options relating to the future of the Kington Centre have been identified. In developing these options the following factors were taken into consideration:

1. **The need to maximise the accommodation available within the existing Kington Centre both in terms of the space and its income potential**
2. **The interest to retain existing library services**
3. **Opportunities to expand the range of services available from the centre**
4. **Opportunities to address local current needs and the demand for services (current & future)**
5. **The on-going financial viability of the centre**

Option	Pros	Cons
1. Do nothing	<ul style="list-style-type: none"> • The building remains in the ownership of Herefordshire Council 	<ul style="list-style-type: none"> • The level of savings required would mean the library could not continue without volunteers and funding from other sources. • The potential of the building and its ability to offer a solution to rural service delivery will not be realised
2. The Kington Centre is put on the open market and sold for commercial / residential use.	<ul style="list-style-type: none"> • Income for Herefordshire Council generated through the sale of the building 	<ul style="list-style-type: none"> • Loss of the library and related services (free access to PC's) – nearest

	<ul style="list-style-type: none"> • Budget saving generated through closure of the facility 	library would be Leominster
3a. The Kington Centre is transferred as a Community Asset and library services are run by volunteers e.g. Leintwardine and Weobley	<ul style="list-style-type: none"> • Retention of the library and related services (free access to PC's) • Potential to increase community ownership / usage of the facility 	<ul style="list-style-type: none"> • Running costs would need to be generated • A significant pool of volunteers would be required to staff the Centre (even with the move to a self-serve library system) • Unlikely to be able to offer the Customer Services element • Management of the building would also need to be taken over by volunteers • Commercial opportunities may not be fully realised • Someone would need to be prepared to take on the asset • Timescales – asset transfer can be a lengthy process • Town Council already considering taking on number of community assets at this time
3b. The Kington Centre is transferred as a Community Asset and library services are run as a devolved service with library services / customer services staffing being “bought back” from Herefordshire Council e.g. Colwall Parish Council raised the precept to buy back staff to run the Library.	<ul style="list-style-type: none"> • Retention of the library and related services (free access to PC's) 	<ul style="list-style-type: none"> • Running costs and staff costs would need to be generated • Management of the building would also need to be taken over by volunteers • Commercial opportunities may not be maximised • Someone would need to be prepared to take on the asset • Timescales – asset transfer can be a lengthy process • Town Council as the obvious partner already considering taking on number of community assets at this time

<p>4. The Kington Centre is developed into a Centre for Health & Wellbeing incorporating the library and customer services functions in addition to a wide range of other health and wellbeing related services and activities.</p>	<ul style="list-style-type: none"> • Retention of the library and related services (free access to PC's) • Increased access to a wide range of other services • A single point of access for information, advice and guidance • Potential to develop new partnerships with a range service providers and access resources to support the sustainability of the building • Could offer a replicable model • Potential to address access issues relating to GP services • Potential for asset transfer to the local community in the future. • Potential for Midwifery / Health Visitors appointment based service from the hub for pre/post natal appointments 	<ul style="list-style-type: none"> • Running costs and staff costs would need to be generated • Possible displacement of services from other local facilities
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The development of **Option 4** – the creation of a Rural Well-Being Centre - is presented as the preferred option.

A Concept Model for Co-ordinating Service Delivery

The Library and Customer Service Centre in Kington is regarded as a key asset and well-used facility in the locality. This combined with the evidence of specific health needs in the area, a focus on prevention and well-being within the context of the growth in self-serve, greater emphasis on joined up and on-line services have come together to form a concept new to Herefordshire. One that could offer a replicable model in other parts of the county and a solution to the loss of services at a local level.

The Centre would provide a neutral, accessible space at the heart of the community through which a wide range of co-ordinated services could be accessed. In addition to the provision of statutory library services the hub would provide a focal point for health and well-being functions provided by the public, private and voluntary sectors including public health promotion; early intervention health checks, bibliotherapy and alternative therapies. Whilst the hub would have a 'family focus' it would provide services across the age spectrum, catering for specific requirements.

The Rural Well-Being Centre - what will it offer?

*'The future vision might be one where those seeking health and well-being support think 'you can get that at the library' rather than questioning 'can you get that at the library?'*³

Specifically the Rural Well-being Centre could offer:

- An enhanced health information function through the development of designated 'health information zones' to complement the 'Books on Prescription' scheme already operating within the library.
- A signposting service
- A telephone 'hot line' to key service providers
- Access to health information including on-line resources specifically aimed at young people, i.e. sexual health and drug and alcohol misuse
- Meeting space for a range of community groups i.e. self-help groups, special interest groups
- Access to a range of well-being resources self-help reading lists/collections, specialist reading equipment, reminiscence collections or 'Memory Boxes' to support those with, or caring for people with dementia.
- A focal point for carers to access support, resources and equipment.
- A focal point for information and advice for families as well as acting as a meeting venue for children's centre activities e.g. Stay & Play sessions, Breastfeeding Support group, Book Start, Bounce & Rhyme.
- The provision of training & informal learning opportunities e.g. re-entry into employment for women, basic skills
- Access to a range of information, advice and guidance services support e.g. financial advice, housing, benefits (delivered remotely or face-to-face)
- A pick up / drop off point for health related equipment e.g. blood pressure monitors
- A range of community-based activity, e.g. Macmillan Foundation to run clinics providing information and support for cancer patients.
- Health related events e.g. themed months targeted at specific conditions or those with specific health needs i.e. pregnant women, diabetics
- A dementia friendly venue and to act as a focal point for support for people with dementia and their carers.
- Access to a range of psychological therapies (contributing to the IAPT programme) e.g. online cognitive behavioural therapy (CBT) & face-to-face counselling.
- Delivery of primary healthcare via telemedicine. Offering patients the ability to undertake routine health checks e.g. blood pressure, weight remotely with results being sent to their GP or to be able to talk to a GP, nurse or counsellor via the internet using email or video calling on Skype.
- Commercial space for hire to a wide range of well-being related businesses, for example private practitioners of alternative therapies, or groups such as baby massage or 'bounce and rhyme'
- PC access and scanning / printing services.
- Self-serve library service and related bibliotherapy activities e.g. supported reading groups, read out loud sessions

The Rationale

Through adopting a 'whole-person' encompassing approach to well-being there is potential for library-based activity to contribute to linked strategic agendas and align itself with wider policy areas in addition to health and social care these could include: digital inclusion, worklessness, informal adult learning, literacy, language and skills development, social inclusion and the building of social

³ Public library activity in the areas of health and well-being report, Museum, Libraries & Archives May 2010

capital. This would also enable a case based approach to be adopted helping address the needs of people who have a combination of issues and could help prevent people from reaching crisis point.

Specifically this proposal has the potential to address numerous local and national strategic priorities (see Appendix B).

In addition the Rural Well-Being Centre will contribute to addressing many of the problems facing those delivering services in rural Herefordshire.

The issue	How it will be addressed by the Rural Well Being Centre
Demand on frontline health services	Accessibility of health information coupled with a signposting service to health and social care services & a programme of well-being related activity will contribute to a decrease in the need for people to access frontline health services (eg GP surgery, A&E Department)
Lack of clarity about where people can go for advice relating to a range of public/health/social care services	The Centre would act as a single access point. People may access the centre for a wide range of reasons, ranging from accessing health information, receiving a therapy session or accessing benefits information. It will become known as the place to go if you have a problem/query that needs resolving. The provision of a telephone 'hot line' with pre-programmed numbers would provide a quick and direct route through which people could access key Herefordshire Council services. Meeting/interview rooms would be available for Council teams to book, and for rental by other organisations.
Lack of connection between public, private and voluntary sector providers	The Centre will connect and co-ordinate services within the locality. It will act as a hub for all service delivery in Kington and the surrounding area. It will also co-ordinate and map community activity to ensure that there is opportunity to enhance and add value to existing activity.
Need to increase availability and take up of online services	Access to online services will be a fundamental focus of the benefits offered by the Centre. Importantly if necessary people will receive assistance to use online services thus increasing confidence and levels of take up in the longer term. There is also the potential for the Centre to be used as a base for the delivery of tele-medicine.
Need for early intervention and preventative approaches	The neutrality of the venue and its location within the community provides an ideal conduit for health and social care sectors to reach out to local communities, particularly to those groups, for whom early intervention/prevention health and well-being information and services might be particularly beneficial, e.g. those deemed at risk.

Budget reductions resulting in loss of services in rural hinterlands combined with increase in demand for local services.	Through the provision and facilitation of on-line consultations / surgeries the centre will provide access to a range of remote face-to-face services that are currently unavailable locally. Remote delivery provides a cost effective form of service provision for both provider and customer.
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Health & Well-being Offer

‘Whilst 58% of authorities are currently providing library space for health check activity and indicate a commitment to continue this service, the potential for developing and formalising this aspect of the library offer is yet to be fully realised.’⁴

There are numerous examples across the country of libraries being used to deliver the Health and Well-Being requirement. The ‘health offer’ is also seen as one of the four key offers of the Society of Chief Librarians (SCL). Libraries are an ideal space to do this for the following reasons:

- The library offers a non-stigmatised, non-clinical community gateway, in a setting that differentiates it from traditional ‘health’ services.
- Libraries seen as “safe” places and embedded in the community to the point that communities feel ownership of the places.
- The neutrality of the venue provides an ideal conduit for health and social care sectors to reach out to local communities, particularly to those groups, for whom early intervention/prevention health and well-being information and services might be particularly beneficial, for example at risk groups.

The Example below is from Croydon:

Croydon, where a Healthy Living Hub has been set up at the Central Library, staffed by the NHS Stop Smoking Team and the Council’s Active Lifestyles Team. The library service provides the information role and Books on Prescription, and other partners provide staff expertise to support customers and encourage them to go on walks; use parks; cycle; swim; garden and stop smoking. Other NHS Teams and community groups are being encouraged to use the space to promote their services and support customers.

There is an opportunity for Herefordshire to go a step further in utilising the space at Kington. The current issues regarding access to health services locally within an environment of reduced resources to support public services and growing demand creates a unique opportunity to look at how services can be better integrated and co-ordinated within the Kington locality. Against this backdrop Kington library is an ideal space from which to offer health and well-being activity, whilst retaining the library function.

Kington library also lends itself to becoming one of a growing number of ‘mental health promoting’ libraries. This would involve the library working with the community, health partners and VCS organisations to use library space and develop targeted and coordinated activities for a range of audiences to promote and support public mental health and well-being. This would align itself with approaches set out in the Herefordshire’s Integrated Needs Assessment for People with Dementia and their Carers (May 2012) and the National Dementia Strategy, both of which call for more integrated and accessible services for people with dementia.

⁴ Public library activity in the areas of health and well-being report, Museum, Libraries & Archives May 2010

The launch of the national Public Library Dementia Offer and Reading Well on Prescription Dementia scheme in January 2015 would provide an ideal opportunity for the Kington Centre to establish itself as a dementia friendly venue and as a focal point for support for people with dementia and their carers.

There is also potential for the library to support delivery of the aims of the Department of Health's Increasing Access to Psychological Therapies programme (IAPT). There are existing examples of libraries beginning to offer cognitive behavioural therapy (CBT) in addition to offering face-to-face therapies. Case study evidence suggests that for health partners the public library is the *'best bet'* for the delivery of CBT services providing a low cost, if not free, neutral and anonymous community venue plus IT facilities as well as other complimentary services including access to related literature and signposting to related support services. **(In order for this potential to be fully realised issues concerning the location of public computers and the degree of privacy available to users would need to be addressed.)**

In the longer term it would be beneficial to explore the potential to deliver primary healthcare services via telemedicine from the hub. Offering patients the ability to undertake routine healthchecks e.g. blood pressure, weight remotely with results being sent to their GP or to be able to talk to a GP, nurse or counsellor via the internet using email or video calling on Skype.

The Families Offer

As a venue that is already used by families and is regarded as a welcoming and neutral space the library would provide an ideal focal point for a co-location of a wide range of children's and family services. The correlation between library services and wider children's services is complementary and offers a wealth of learning and developmental opportunities for both children and their parents. The co-location and coordination of services would also enable parents to access numerous services or information in one visit.

Alongside these services and its information function the library would be able to develop a programme of baby / child (0-5year olds) centred activities delivered either through commercial or statutory providers.

The Customer Services Offer

The nature of how Herefordshire Council interfaces with its customers is changing to meet shifting trends in how people access services, the pressures on budgets based on the reduced Government grant and to meet the priority of adult and child safeguarding. There has been a general decline in library use not just in Herefordshire but nationally, and more people are accessing services electronically.

Herefordshire Council's response is to increase internet access via the web specifically for information and first stage contact, to then focus its customer services on essential contact where a member of the public has no other choice but face to face or phone contact because of the nature of the services or do not have internet access. This will form a "case based" approach with the intention of addressing the needs of a customer through a single contact – therefore co-ordinating services around the individual. This approach aims to prevent issues escalating to draw on resources of additional service when they could be addressed early on.

The proposed Kington concept offers opportunities to retain the following customer services:

- Library
- **By appointment**
- Benefits
- Council Tax / Business Rates
- Waste queries
- General Advice

- Homepoint
- Welfare Rights (local welfare provision)

Use of IT

In the region of 5,500 sessions are booked using the public access PCs, an essential for people in the area who do not have their own PC access (usually down to cost and speed – the library has its own fibre link).

There is opportunity for greater maximization of the PCs – of the 13% (Office of National Statistics) of the Herefordshire population that do not use the internet, these will be older people, people on low income or disabled people. This could be through:

- Training sessions for specific groups linked to other activities when the building is not open to the public e.g. carers, older people, mental health groups
- One to one support when people come for a health check
- Parent use of IT when the children are taking part in facilitated sessions
- Guiding young people through the range of health information and how to use it.

If opportunities for the centre to provide remote face-to-face access to services via Skype are to be fully realised it will be necessary to ensure that the centre's current IT infrastructure and hardware has the capacity to meet the demands placed on it. Due to the confidential nature of some of the on-line services that may be accessed at the centre it will also be necessary to consider the creation of more private PC access areas through the provision of screening or 'reading pods'.

In addition opportunities to work in partnership with MAP should be fully explored. Specifically in relation to:

- The potential to use MAP's volunteer resource to support people to use the library PC's
- Delivering training to 'new' centre volunteers (that could also provide additional volunteers for MAP)
- Developing relevant training courses, for example 'return to work' training for women returning to work

Management and Ownership

Early discussions with representatives from Kington Town Council indicate openness to the possibility of taking over ownership of the Kington Centre in the future (the library was highlighted in the town plan by local people, as a key asset to maintain). This could form part of a wider portfolio of community assets including the Old Police Station and the Market Hall, if plans to take these on are agreed. The transfer of these facilities is currently under discussion and if agreed will be managed in future by a Community Trust. Any possible transfer of the Kington Centre to another body, would be subject to public consultation and is unlikely to commence for at least 18-24 months, requiring interim arrangements for the centre management and consideration of its long-term financial sustainability. It therefore makes sense for the centre to remain in the ownership of Herefordshire Council and/or through a partnership arrangement with local public sector providers, at least in the development / short-term.

Staffing

Due to the proposed move to self-service for the library and changes in the way Customer Services support will be offered in the future some of the functions undertaken by the existing staff would no longer be required and staffing would need to reflect these changes. It is envisaged that any new posts would need to fulfil a much wider range of functions including:

- Facility management (including managing room booking etc.)
- Librarian (returning books, managing book stock etc.)
- A facilitative / enablement social worker type of role

- Programme development and management
- Partnership development
- Signposting
- ICT facilitator

Whilst some of these functions e.g. ICT / Information provision / basic librarian tasks could be undertaken by volunteers a Centre Manager or Facilitator would be required. The Centre Manager/Facilitator would be required to co-ordinate activity and champion partnership development and could act as a local health advocate.

The level of staffing is a balance between available resources and requirements of the service. It is therefore suggested that the staffing consists of:

- Centre co-ordinator – overall responsibility for operating the site and working with partner organisations to offer services (FT)
- Centre support worker(s) – day to day operation, supporting customer queries, facilitating groups, helping with basic IT. (1.5xFT)
- Cleaner / caretaker (PT)

In terms of employment and management of the Centre Facilitator and other staff there are a number of options that could be considered:

1. The staffing is employed and managed by Herefordshire Council and is transferred over to the Development Trust or Town Council at a later date, should there be an asset transfer agreement.
2. The staffing is managed by another public sector body / provider
3. Herefordshire Council commission a local provider to manage the staffing via a service level agreement for which they would receive a management fee (please note, issues of accountability would need to be considered if this option was pursued.)

NHS Stoke-on-Trent has resourced an Information Officer post based at the library and provided a promotions budget to deliver activities and resources. They have been very committed to taking the Better Information, Better Health initiative forward in partnership with the library service.

With more services being delivered on-line and the proposed use of technology to provide remote consultations there will undoubtedly be a need to provide centre users with support to use this technology. We would envisage this support being provided via a network of local volunteers who could also undertake other roles including information provision, signposting etc.. Consideration should be given to opportunities to work in partnership with MAP in relation to both sourcing and training of volunteers.

Return on investment

US statesman and scientist Benjamin Franklin once said “an ounce of prevention is worth a pound of cure”. That, in a nutshell, sums up what public health is about, and the potential it has for achieving value for money. The funds available for prevention are limited. Local government has been given a ring-fenced public health budget. So any spending in this area needs to be clearly justified on cost-effectiveness grounds.

Responsibility for public health transferred from the NHS to local authorities in April 2013 under the wider shake-up of the health service. It means upper tier and unitary authorities have become responsible for improving the health of their population.

“From April 2015, public health services for under 5s including family nurse partnerships and health visiting will also become their responsibility. This will enable public health services for 0-19 years

old to be joined up. Some of these interventions are mandatory, but many are discretionary interventions and therefore require councils to make informed decisions about what is the best way to spend money.”

Case study

Be Active is Birmingham City Council’s scheme to provide free leisure services to its residents. Participants register and are given a card which allows them to use a range of facilities from swimming pools and gyms to exercise classes and badminton courts for free during certain times. A third of the local population has got involved since the project was launched in 2008. But to help it build a business case the council asked Birmingham University to evaluate the project. The research showed that three quarters of users were not previously members of a leisure centre, gym or swimming pool and half were overweight or obese. It also had a knock-on effect in other areas with rises seen in the numbers seeking help over smoking and alcohol. Overall, for every £1 spent on the scheme £23 is estimated to have been recouped in health benefits. This has helped the team behind the project put the case for its continued funding.

Proposed adaptations to the building

Plans to move to a self-serve library system mean that there will no longer be a requirement for such an expansive front desk which currently takes up considerable space on the ground floor. In addition changes in the way Customer Services will be delivered in the future including the move to a cashless payment system and increased on-line access for Herefordshire Council services negate the need for the Customer Services desk and office. These changes present opportunities to reconfigure the ground floor area making it a more adaptable space and one that could accommodate additional storage should this be required.

The creation of more flexible accommodation on the first floor would require all book stock to be relocated to the ground floor.

In order to accommodate the proposed concept it is envisaged that the following adaptations to the existing layout would be required:-

- Reallocation / refit of current customer services area as possible storage space for use by Children’s Centre
- Removal of front desk and replacement with smaller self service counter
- Mobile reception pod / desk
- Creation of ‘quick use’ PC area on ground floor
- Installation of a ‘hot phone’ system to provide direct access to key HC service providers
- Creation of ‘buggy park’ area on ground floor
- Soundproofing of Therapy Room & small meeting room
- Separation of therapy room from rest of library (use of back stairwell)
- Creation of additional flexible meeting space on first floor
- Installation of external key pads / swipe system in order to enable access to the building outside of public opening hours
- Creation of private PC areas either through use of screening or purchase of ‘reading pods’.

The one-off capital investment to provide more flexible space and rentable rooms is currently estimated at £78,000.

In order to make best use of the first floor space and to maximize income generation potential the space currently occupied by the History Society needs to be charged for or freed up in order for it to be available for other potential users. Early discussions with the History Society regarding options are recommended.

Revenue Budget

The following budget provides both a basic and enhanced budget for the first year of operation (2015/16).

Expenditure	Basic	Enhanced
Centre Coordinator ⁵	£35,640	£35,640
Centre Support Worker ⁶	£35,500	£50,000
Project budget	£20,000	£50,000
Promotional / marketing budget	£10,000	£15,000
Centre running costs	£35,000	£35,000
Total	136,140	185,640
Income		
Herefordshire Council (Customer Services)	£25,000	
Herefordshire Council (Children's Services) (proposed annual fee, based on current costs to hire Parish rooms)	£960	
Total	25,960	
Shortfall against basic costs	-110,180	

Other potential sources of future income

In addition to the income identified above the following potential sources of income should be explored:

- Earned income generated from the facility e.g. room hire charges / printing services
- Health & social care sector resources
- Kington Town Council (precept)
- Fundraising generated by Friends of Kington Centre
- External grant funding for project based activity e.g. Carnegie Trust

Development of commercial use

In order to ensure the financial viability of the building careful consideration needs to be given to maximising the commercial opportunities that the building offers. This primarily relates to rental income generated through hiring meeting/consultation space.

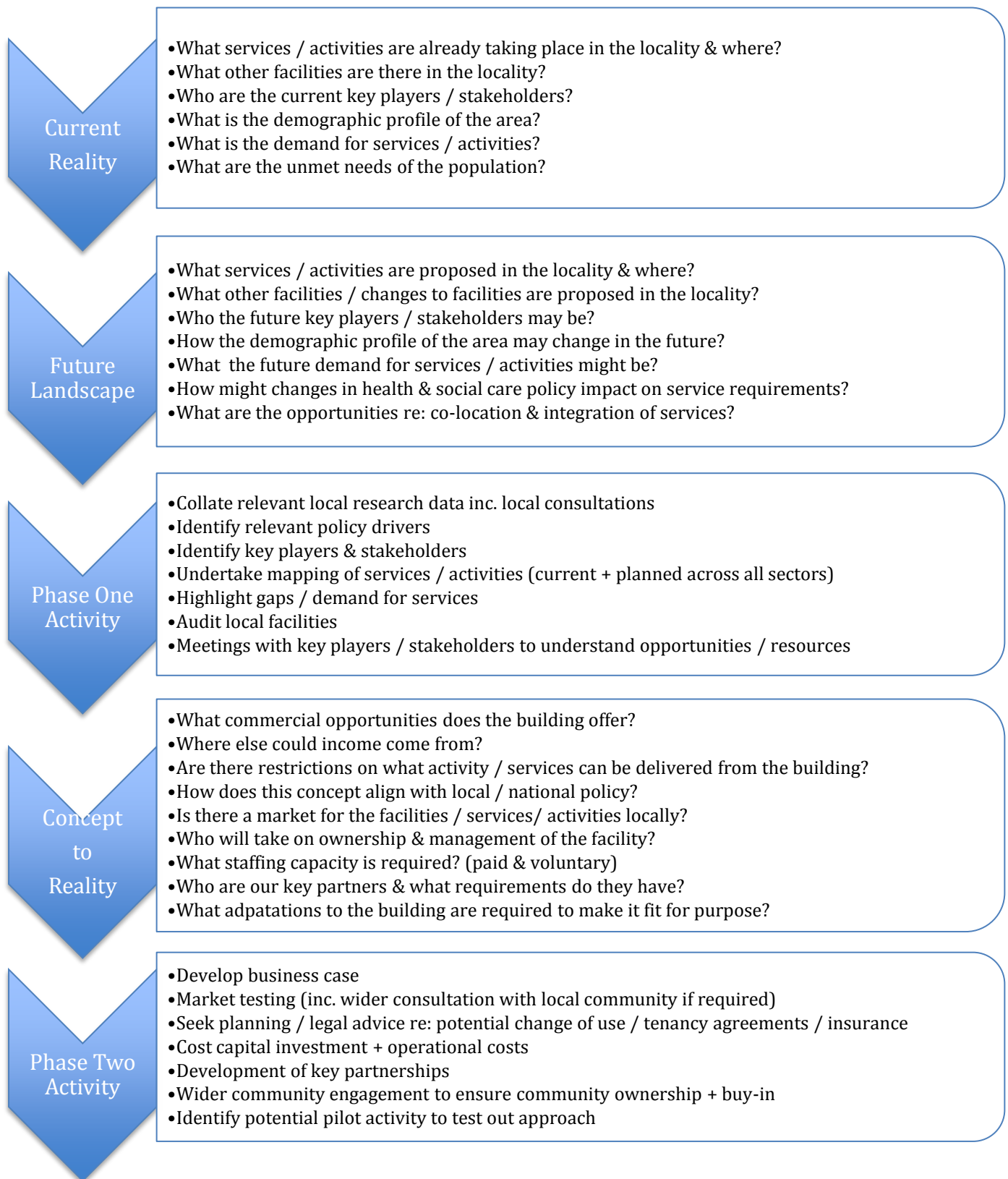
Examples of commercial opportunities aligned to the overall concept are:

- A dedicated 'Therapy Room' for hire by private alternative and traditional therapists (e.g. hypnotherapists, masseurs, reflexology, physiotherapists). Some practitioners have already expressed an interest in this including practitioners from The Presteigne Natural Health Centre that have clients in the Kington area.
- Hire of space by commercial companies running baby / child related activities i.e. baby yoga / massage, Rhythm Time.
- Hire of meeting rooms by private providers, public service providers and local community groups
- Securing a permanent tenant in one of the existing first floor meeting spaces
- *Closer to market rent for Kington History Society's occupancy of the first floor meeting room.
- Charging for services such as printing, photocopying and scanning services
- Charging for PC use over and above 30 minutes/1 hour

⁵ Full time scale 7 salary £27,000

⁶ 1.5 x full time scale 5basic and 2 x f/t enhanced

Rural Well Being Centre Blueprint



Recommendations

The findings of this study conclude that the development of Option 4, the creation of a Rural Well-Being Centre, is the most viable and sustainable option. In selecting this options the financing of the project needs to be considered – on the surface this seems to be the highest cost option. However, this should be balanced with returns for the community and public sector providers in long term savings of preventative health. **As such the primary recommendation of this report is that action should be taken to progress Option 4.** This option provides opportunities for the integration, coordination and co-location of services and provides solutions to the challenges associated with delivering services within a rural context. In addition it has the potential to address health and well being needs within the local area and address some of the issues relating to GP access. It also provides a blueprint for how health and well-being services and activities could be integrated with wider services providing seamless and efficient provision for rural communities.

The key to progressing the development of the Rural Well-Being Centre lies in the development of effective partnerships with key health and social care sector partners. A phased approach to developing these partnerships is recommended.

Phase One – A partnership between Customer Services and Public Health partners is established by 1st April 2015. Prior to this a workshop is held with the key partners to develop an action plan for implementing the Rural Well Being Centre.

Phase Two – Partnerships with other health and social care sector partners are developed by April 1st 2016.

Next Steps

There are a number of next steps that need to be undertaken in order to progress the development of the Rural Well-Being Centre at Kington.

1. Consider the options in terms of the priorities for the local authority and other partners who would need to financially contribute in light of budget challenges.
2. Confirm approach is the right one with potential partners of the site, including the Health and Well Being Board.
3. Further discussions to be undertaken with Kington Town Council in relation to longer term management and operational arrangements. Discussions should also be held with Kington Town Council and the surrounding Parish councils about the possibility of supporting the financial sustainability of the Centre through raising the precept.
4. The establishment of a Friends of the Kington Centre to act as a fundraising body, campaigning group and a potential pool of volunteers to support and provide services at the Centre. (This group could also potentially form a social enterprise to support the building). Ensuring community ownership of the Centre will be vital to its long term success.
5. To hold an open day at the Centre targeted at potential private users, service providers, the general public and stakeholders to showcase the facilities available at the Centre and the proposed plans for future use.
6. To enter into discussions with the History Society regarding their occupancy of the first floor meeting space and to negotiate an annual charge for use of the space based on the going market rate.

7. Follow up discussions with HVOSS regarding involving local young people in the re-development to ensure proposals are young people friendly linked to the open day.
8. Discussions to be held with MAP to explore the opportunities for joint working and the potential to share resources that will benefit both parties.
9. Advice to be sought from planning regarding the implications of possible change of use related to commercial business use.
10. Advice to be sought from legal regarding the legal agreements required for external rentals of Herefordshire Council owned property.
11. Follow up discussions with the Kington Medical Centre to identify how services delivered at the Rural Well Being Centre could complement and enhance primary health services.

APPENDIX A

Kington Services Study Contributors

The following is a list of people and organisations that contributed to this study. Their input was either through responding to the on-line survey mapping existing and proposed services in the Kington area, through face-to-face discussions, email contributions or telephone interviews.

Jacqueline Rudge, Practice Manager, Kington Medical Practice
Mike Hearne, Medical Director, Taurus Healthcare
Avril Hill + Team, Health Visitors
Caroline Griffiths, Occupational Health
Janet Thomas, Kington Gallery
Gary House, Headteacher, Lady Hawkins School
Will Edwards, HVOSS
Rachel Redfern, Redkite Fostering Agency
Fiona Nicholls, Registration Services, Herefordshire Council
Steve Hodges, Directorate Services Team Leader, Herefordshire Council
Lorna Williamson, Local Services Coordinator, Coningsby & Kington Children's Centre
Nicola Turvey, Family Support Service Manager, Herefordshire Council
Barbara Stephens / Mandie Preece, Home-Start Herefordshire - Kington Family Group
Emma Philips, Marches Access Point CIC
Elly Ingram, Therapist
Mick Rand, Marwick Close Community Centre
Mr Halcrow, Parish House
Rachel Parham-Connolly, Clinical Team Lead IAPT
Helen Coombes, Director for Adults & Wellbeing
Sharon Pugh, Head of Carers Support, Herefordshire Council
Nick Webster, Economic Development Manager, Herefordshire Council
Paul Deneen, Chair of Healthwatch
Alex Fitzpatrick, Adult Wellbeing Commissioning Officer, Herefordshire Council
Charlotte Worthy, Research & Intelligence Senior Officer, Herefordshire Council
Cllr Graham Powell, Cabinet Member Health & Wellbeing
Cllr Terry James, Ward Member Kington Town
Michele Allam, Early Help Service Manager Families, Herefordshire Council
Jo Davidson, Director of Childrens wellbeing
Nikki White, Customer Services Manager, Herefordshire Council
Bob Widdowson, Kington Town Council
Gwilym Rippon, Clerk, Kington Town Council
Sarah Berry, Manager, Kington Court
Bernard Ray, Kington Chamber of Commerce
Rachael Prosser, Lets Talk 2gether NHS Trust
Claire McCarthy, Herefordshire Society Alzheimers
Claire Keetch, Herefordshire Citizens Advice Bureaux
Barbara Symonds, Herefordshire Carers Support
Robert Pritchard, Kington Museum
Heidi Mecke-Burford, Lady Hawkins Community Leisure Centre
Kington Primary School
Almeley Recreational Hall Management Committee
Lyonshall Parish Council
Kingswood and District W.I.
Shobdon Village Hall
Aymestrey Parish Hall
Huntington Village Hall

Kington Allotments Association
Eardisley Community Access Point
Eardisley Group Community Library
Herefordshire nature trust- wildplay
HFYFC
Kington Young Farmers Club
Eardisley Village Hall
Herefordshire Fungus Survey Group (HFSG)
Hope Support Services
Institute of Advanced Motorists Herefordshire Group
North Herefordshire Shopmobility Project
Arts Alive/Flicks in the Sticks
Kington Marines Twinning Association
Herefordshire Nature Trust Kington branch
Friends of St Mary's
The Kington Parishes (C of E in Kington, Huntington, Titley etc)
Kington Community Lunch Club
Kington Footpath Scheme
Presteigne Natural Health Centre

APPENDIX B

Kington Services Study Background Information

Three of the four LSOAs in Kington rural are amongst the 20% most deprived in Herefordshire, with 'Knillshall' one of the 10% most deprived in the county (all three are in the 10% most deprived nationally) in terms of geographical barriers to services.

In addition a considerable proportion of households are also likely find broadband access an issue with a fifth of postcodes likely to receive either poor service (up to 0.512 mbps) or no service at all.

Key issues and long-term challenges

- Sparse, scattered population is a key driver in meeting need and the cost of addressing that need. Impact on transport, broadband and jobs. Lack of transport options for rural communities. Opportunities for integration of health, social care & education transport.
- Ageing population: social care demand already rising; dementia diagnosis remains a challenge; co-ordination of service; provision of appropriate housing.
- Strong communities: one in three volunteer; one in five are carers...but one in twenty feel lonely most of the time - social isolation and loneliness affect vulnerability.
- Protecting the most vulnerable: children in need; victims of domestic abuse; families in poverty. Need for more effective use and sharing of information and multi-agency co-ordination to ensure an effective, holistic approach.

Links with relevant policies and strategies

Herefordshire Council priorities:

- Keep children and young people safe and give them a great start in life
- Enable residents to live safe, healthy and independent lives

Herefordshire Health and Wellbeing Board Vision and guiding principles (2012)

Principle 3: sustainable services

Herefordshire Health and Wellbeing Board and its partners will work together to provide a unified service for everyone, through consistently good quality shared care and managed networks.

Principle 4: working together

Publicly funded services will be delivered in conjunction with the resources of family, friends and community to ensure the right service is delivered, at the right place and time needed. The Health and Wellbeing Board will facilitate the provision of care as close to home as possible

Understanding Herefordshire – The integrated needs assessment 2014

Recommendations are that we:

- Develop the infrastructure, services and support networks needed to enable people to live independently. As well as direct service provision this will include housing and accommodation that facilitates independence, the economy, spatial planning, transport, engagement with the third sector and communities, and support for carers.
- Continue to build on a community based approach, developing our assets of volunteers, carers, third sector organisations, active communities and statutory services.
- Adopt this community based approach to provide comprehensive and integrated services and support for people living with Dementia.
- Ensure the various strategies targeting families living in poverty are joined up to provide an integrated response.

- Address social inequalities through a comprehensive approach, encompassing opportunities such as employment as well as lifestyle behaviours, access to services and community engagement.

Herefordshire Public Services Strategic Delivery Plan for Transforming Adult Services 2012-2015

- Where people are less able or become frail or ill, the local authority and the health community will ensure services are provided at home or as close to home as possible, including using the resources that the person's family, friends and local community can provide.
- Local authority, health, private and voluntary sector services will work together so that people experience a unified, well run single set of services, even if they are provided by different organisations.

Herefordshire Carers Strategy 2012-2015

- To raise awareness and provide early intervention support for carers.
- To support carers to be mentally and physically well.

Digital County Vision for Herefordshire

- Rural isolation and digital divide - To address issues of rural isolation and exclusion through the use of technologies
- Health and wellbeing - Transform public sector services to create added benefit for residents in using advances in technology and broadband to support people to live as independently as possible.

The Care Act (2014)

- The need for greater integration between local authorities, health services and local communities
- A shift in focus so that we work on preventing and delaying needs rather than only intervening at crisis point.

Changes and duties introduced:

- Making sure there is comprehensive information and advice for all
- New duty of market shaping, prevention and wellbeing
- Better links between adults and children's services (whole family approach)

Local Government Association

Money well spent? Assessing the cost effectiveness and return on investment of public health interventions

Published Nov 2013

"From April 2015, public health services for under 5s including family nurse partnerships and health visiting will also become their responsibility. This will enable public health services for 0-19 years old to be joined up. Some of these interventions are mandatory, but many are discretionary interventions and therefore require councils to make informed decisions about what is the best way to spend money."

Case study Be Active is Birmingham City Council's scheme to provide free leisure services to its residents. Participants register and are given a card which allows them to use a range of facilities from swimming pools and gyms to exercise classes and badminton courts for free during certain times. A third of the local population has got involved since the project was launched in 2008. But

to help it build a business case the council asked Birmingham University to evaluate the project. The research showed that three quarters of users were not previously members of a leisure centre, gym or swimming pool and half were overweight or obese. It also had a knock-on effect in other areas with rises seen in the numbers seeking help over smoking and alcohol. Overall, for every £1 spent on the scheme £23 is estimated to have been recouped in health benefits. This has helped the team behind the project put the case for its continued funding.

How councils can prioritise public health funding

- ✓ Agree public health objectives by drawing on the JSNA and JHWS.
- ✓ Identify options and interventions for reaching objectives.
- ✓ Consider what NICE guidance and other research has to say about these.
- ✓ Work out what your priority is. Is it to reduce health inequalities or have the greatest impact on the whole population?
- ✓ Carry out own assessment – perhaps a form of cost-consequences analysis -to determine how local factors influence cost-effectiveness.
- ✓ Also consider factors such as burden of disease in population and considering the measures and interventions that are already in place.
- ✓ Ask the key questions before proceeding. Have you tailored services to address multiple needs rather than commissioning a plethora of single-issue services? Are you using new technologies to develop services that are easier and more convenient for users?
- ✓ Evaluate interventions as they are rolled out. Those that are already tried and tested will need less monitoring than new approaches.
- ✓ Ensure elected members understand the benefits of investing to save.
- ✓ Take a council wide approach across all services to address public health issues.
- ✓ Consider pooling resources across sectors to enable greater integration of services which will lead to better health and wellbeing outcomes and cost savings.