

## Bringing together a Joined-Up Health & Wellbeing Campus for Staines

### Diagnostic Report



### Introduction

Well North Enterprises (WNE) and HLM Architects were commissioned in June 2020 by NW Surrey Integrated Care Partnership (ICP) to support a placemaking approach to key development opportunities across NW Surrey.

In January 2021 Surrey Heartlands CCG were successful in a bid to NHS England to become one of only 6 Pathfinders nationally to receive investment for a new **Cavell Centre** in Staines. The new health centre is an opportunity to not only have great health facilities for the predicted increased population in Staines, but to make it truly integrated with the many other health and wellbeing activities that are happening in a joined-up way.

Spelthorne Borough Council has also submitted plans for a new state-of-the-art leisure centre in Staines, delivering a range of high-quality facilities. The aim is to include prevention health services as part of the offer, recognising the positive benefits that exercise and activity has on people's physical and mental health and wellbeing. The new centre will be the first in the UK to be designed and built to meet the Passivhaus standard providing a high-level of environmental sustainability.

The focus of our work in Staines has been the opportunity for a new 'Cavell' health centre model and the re-provisioned leisure centre bringing the two and the surrounding area together, taking forward opportunities through joined up relationships and an entrepreneurial culture. Can we make more of the park and open spaces in the area and does it make sense to think of a **campus approach** where the sum is more than the parts.

The immersion workshop on the 16<sup>th</sup> March is therefore an opportunity to ask “What is a good day in Staines?”, “What are our aspirations?”, and to start to chart a route to explore how collectively we can all work together to deliver real and lasting positive change.

A key initial element of this work was to work through a ‘**diagnostic**’, undertaking conversations with relevant stakeholders from the ‘top’, ‘middle’, and ‘bottom’ to understand the issues, complexities, opportunities and perspectives of interested partners including health, public, private and community sectors in this approach. This information has fed into an ‘**immersion**’ workshop, bringing together individuals from the public, private and VCSFE sectors to help to inform a ‘**mobilisation**’ plan, to consider opportunities to bring together people, relationships, organisations and services and agree an overall programme of change and transformation to start to envisage and then deliver the wider Campus ambition and to inform an outline business case for the new health centre.

This diagnostic report has been prepared to reflect, consider and input to the immersion workshop. It summarises the work undertaken to date in realising where opportunities exist, enabling those joining the workshop to make informed decisions.

The key focus of the ‘**diagnostic**’ work and the ‘**immersion**’ workshop is to begin to consider and explore opportunities for:-

### **Placemaking**

- Ideas that feed into the master planning exercise in Staines and planning around new housing and how they are maximised to create a real vibrant community.
- Maximising opportunities for the leisure centre development.
- Maximising skills and employment opportunities in Staines.
- Opportunities to develop the youth offer in Staines.
- Raising the aspiration – what does a good day look like in Staines in 2025.

### **Cavell Centre**

- How it physically interfaces with the environment / green spaces.
- How it connects to the wider community around it – wellness and prevention.
- How to connect the people who use / will use both the health and leisure centre.
- Increased population from new housing over the next 10 years – how does this impact services design now, the model of care and footplate planning and requirements for the health centre.
- Mental health and opportunities and routes to employment for young people.

### **What we have done so far**

- During January to March, a series of meetings and conversations have taken place with over 90 individuals from Spelthorne Borough Council, Surrey County Council, GPs and



health partners, and the local community within Staines including those delivering local services and organisations, community organisations, education and residents. Conversations have also taken place with other key organisations delivering services more widely across Spelthorne and Surrey to identify relationships and opportunities to connect Staines to the wider community. A full list of the names and organisations of those we have had conversations with is included on pages 10 - 12 of this document.

- Delivered a virtual webinar visit to the Bromley By Bow Centre and shared the St Paul's Way Transformation Programme as part of the diagnostic conversations. The conversations and the webinar shared the principles of the Bromley and the St Paul's Way approach as mature examples and exemplars of integration, transformation and joined up sustainable communities, to see something real and tangible that can be achieved by an aspirational mind-set and sustained commitment by a core team.
- Worked with Ashford & St Peter's Hospital to consider clinical outpatients services that could be moved out of the hospital into the Cavell Health centre and wider community settings in Staines.

### **List of Principles from Diagnostic Work**

From the diagnostic work some principles have emerged to inform the options and opportunities for a joined-up health and wellbeing campus for Staines, listed below, which will be considered and expanded at the Immersion workshop.

- Create integrated, joined up, working relationships and culture, going beyond co-location of services and organisations.
- Build a joined up entrepreneurial culture between people.
- New buildings alone don't transform culture – other things need to happen.
- Culture and approach, it's not 'what's the matter with people, it's what matters to them'.
- It's not 'top down' or 'bottom up' but an 'inside out' approach.
- Find local champions in Staines - a clinical lead for the Cavell Centre and a community lead, joining up opportunities from the leisure centre and wider community and stakeholders, joining the dots between the relationships for the Cavell Centre and the wider health & wellbeing placemaking piece and 'knitting it all together'.

## The Key Messages - what we have learned so far

### Staines – the Place

- The need to develop a sense of place in Staines which will contribute to wider regeneration for the high street and the town centre.
- There are plans for significant new housing in Spelthorne which will considerably increase the population of the borough.
- Planning application submitted for the leisure centre and tender for new operator. Looking at prevention health services and activities as part of offer. Specification for leisure centre – will be the first passivhaus leisure centre in the UK in environmental terms.
- Spelthorne Borough Council, a major landowner in Staines, own the Elmsleigh Shopping Centre in Staines town centre.
- Staines Masterplan an opportunity – deferred until April so local plan can go ahead.
- Ambition by Spelthorne Borough Council to create a practical, aspirational placemaking plan.
- Surrey Developers Forum established to deliver Placemaking ambitions across Surrey County. Partnership between 11 districts & Boroughs & 2 LEPS.



### Routes to employment and skills

- Skills issues in Spelthorne – both highly paid and skilled jobs and low skilled, low paid jobs. Businesses are employing people from outside the Borough.
- 1 in 4 families in Staines will be affected by the impacts of Covid through furlough, job loss and redundancy. Nearly 80% of working population in Spelthorne were employed directly by Heathrow – around 3,000 people.
- Shepperton Studios, in conjunction with DWP, M3 LEP are partnering ScreenSkills on Skills to Screen – Aviation; a project focused retraining people who have lost jobs at Heathrow in the film industry.

- Education – Pinewood Community Outreach creating opportunities for young people in the creative sector.
- Planning granted for a £0.5 billion development at Shepperton Studios – expansion will create the 2<sup>nd</sup> largest film studio in the world creating job opportunities, academies and apprenticeships.
- Opportunity to establish a Creative Sector Action Group – similar model led by LEP in Buckinghamshire.



## Community

- Spelthorne - most deprived Borough in Surrey.
- People of Spelthorne always feel it has been left behind by Surrey.
- 4 foodbanks in Spelthorne - demand by local families.
- 4 community centres in Spelthorne: Ashford, Staines, Shepperton and Sunbury – deliver a lot of work with dementia support.
- Staines community centre in the town centre – a ‘young’ community centre for very active retired people.
- Stanwell youth club in the Borough. Youth provision has ended in Spelthorne. Opportunity to explore Onside Youth Zones model.
- Proposals for a hub for veterans at Fordbridge Fire Station. Land next to fire station owned by Surrey County Council – close proximity to the leisure centre and health centre.
- Homelessness in Staines, some are veterans. Spelthorne Borough Council building a homeless hostel in Staines for 25 people.
- Good voluntary organisations in the Borough. Voluntary Support North Surrey work with 400 / 500 voluntary organisations, charities, resident associations and volunteers.



- Active Surrey – supporting residents to make more active choices. Work closely with public health, ICS and ICP. Work across Surrey and from Spelthorne leisure centre. Work with the family centre, Stanwell Events and family weight management programme.
- Council used to have a ‘community link’ corridor in the council offices where community groups were based.
- Mixed communities in Spelthorne – very wealthy and very poor – very educated and poorly educated. A lot of travellers in Spelthorne. Have been around 40/50 unauthorised encampments. Try to bring Public Health in to help. Stanwell massive problem.
- Bronzefield remand prison in Spelthorne. Some houses in Spelthorne used as bail hostels for ex-offenders. Some women from prison will be released into bail hostels and will use food banks. Linking to health and wellbeing campus approach. Spelthorne food banks providing catered food parcels for women leaving prison.
- 6<sup>th</sup> Staines Scouts group would like to be part of campus environment – 100 members supporting teens delivering a balanced programme of activities for physical and mental stimulus across year groups.
- Don’t assume about putting a new health centre in Staines and everyone will come. Many people in Staines don’t have cars and will need public transport access.
- Lots of new community groups created due to Covid responses – don’t have a lot to do with the GPs in Staines.
- Stanwell Family Centre – support to vulnerable families - all referrals from children’s services. Deliver a lot of partnership working / outreach.
- Social Prescribing - integrate social prescribing into primary care, public health, health inequalities and wider social determinants. Requirement for alternative health therapies, acupuncture etc.
- Business model for social prescribing doesn’t work. Local charities and community groups getting lots of referrals but don’t receive any direct resource or funding.
- Lots of hidden deprivation – residents living in big houses, but need support in caring for elderly / vulnerable adults or children – difficult to access support.
- Leisure centre was used for social gatherings for carers and the cared for, providing respite, bringing the community together.
- Need to educate people how to manage their own health, how to eat well etc.

## **A2Dominion Housing Provider Supporting Local Communities**



- Have a community & enterprise team. Help people to set up own businesses with investment. Provide digital inclusion and tenancy support / financial inclusion team. Supporting mental health and helping people to find work.
- Spelthorne has a good over 70's offer. Find out what local people want and help them to access services. Starting to tackle loneliness.
- Have developed a health entrepreneurs programme – residents wanting to create business that provide health benefits for local people.
- Advice Plus Service funded by Spelthorne Borough Council – aim to get things delivered from one space.
- A2D Communities Team are looking to redesign their offer – opportunity to link with health and leisure centre Campus approach.

### Green Spaces / Green Social Prescribing Programme

- Surrey Heartlands and Surrey County Council secured funding as one of 7 'test and learn' pilots across the country to deliver a 2-year test programme which will then be scaled up nationally.
- Have developed a network of 90 /100 organisations across Surrey, across environment, care and nature. Setting up working groups for people to engage.
- Establishing a baseline of what is already being delivered around green social prescribing locally.
- Some of the at-risk groups are not accessing green spaces, some residents cannot afford to use green spaces e.g National Trust spaces due to the transport costs of getting there.
- Social barriers and language barriers of accessing green social prescribing e.g. confidence of muslim women's group to go to green spaces.
- There are no pathways to refer people to green social prescribing.
- Training the green sector environment is part of the bid / community capacity building / community champions / self-referral etc. Organising all of this in a series of working groups with focus on areas of deprivation for Stanwell, South East Surrey and non-geographical communities including BAME, people in care facilities, people with learning difficulties who use green spaces less. Link with 'Imagine' horticulture project at ASPH.
- Spelthorne Borough Council own the building in the park. Opportunity to connect the park with the green spaces / social prescribing opportunity.
- Thorpe Hey Meadow and Staines Moor one of biggest nature reserve opportunities.
- Surrey Wildlife Trust - developing a more entrepreneurial approach to the natural environment and health. Need a sustainability plan – deliver project in communities but need an exit plan. Want to focus on co-ordinating, training, empowering organisations to deliver themselves. Interested in bringing green opportunities to infrastructure that already exists.



- Disabled water ski centre in Staines on one of the reservoirs. Picnic in the parks / open green spaces.

## Potential Opportunities

As part our wider work with the ICP WNE have been developing a range of partnership opportunities with best of class.

### Youth zone

You will be hearing more of this potential opportunity at the Immersion. Should we explore a Youth zone as part of the master-planning process for Staines city centre.

*“Each Youth Zone provides local young people aged between eight and 19, or up to 25 with a disability, affordable access to high-quality sports, arts and leisure facilities and activities, seven days a week, 52 weeks a year. This universal offer is complemented by crucial, targeted services that support employability, wellbeing, and health, helping those young people who need additional support.”*

### YEME Architects

We'll also be hearing from Yemi Architects, a group of very innovate architects. We have been working with them in Bradford and Leicester. They have developed Yeme Tech:

*“Yeme Tech comprehensively collates community asset and activity data, enabling deep analysis of neighbourhood interaction opportunities around activities, assets and events. The associated Community App platform enables public and private organisations to intuitively introduce community activities to their user and/or resident groups.*

*The Community Data Platform serves to reduce isolation and loneliness and strengthens local communities by encouraging greater interaction, activity and social purpose.”*

### Tribe

There is an opportunity to be part of a high-profile national pilot to find new ways of supporting elderly people. The ICP is making a decision about this on the 19<sup>th</sup> March.

*“We are tackling challenges created by an ageing population and dated care models, while creating new opportunities for all. Tribe rethinks micro-commissioning, social prescribing and social action to improve quality of life for older people and generate thousands of new paid and voluntary opportunities.”*

## Opportunity - Bringing Together a Health & Wellbeing Campus Approach

A key part of the Cavell Centre approach is building a sense of place – ‘this is how we do things in Staines’. Not all services need to be delivered from the centre itself, other surrounding places should feel part of the model as well as providing opportunities to address the wider social determinants of health.

If we think in terms of an onion, with the core being the Cavell Centre, then other layers include other elements of wider health and care system including services from the leisure centre, high street, surrounding green spaces, local care providers, independent and private sector practitioners and the voluntary, community, social enterprise and faith sector.

Other layers include, schools and other education establishments, youth provision, employers and local businesses, housing providers, police, youth and criminal justice, welfare programmes, training, and access to enterprise and employment programmes.

The Campus approach will deliver an opportunity for a ‘hub’ and ‘spokes’ model of service delivery with the hub being the new health centre in Staines with spokes to:-

- local social and wellbeing services e.g. leisure centre, social care, housing, citizens advice, debt management, food banks
- business on the high street e.g. ophthalmology services, hearing services, pharmacist, links to schools and colleges e.g. healthy eating, practical cooking etc
- links to and from Ashford & St Peters



List of everyone we've spoken to so far.

<b>Name</b>	<b>Organisation</b>
Daniel Mouawad	Spelthorne Borough Council, Chief Executive
Lee O'Neill	Spelthorne Borough Council, Deputy Chief Executive
Heather Morgan	Spelthorne Borough Council, Group Head Regeneration and Growth
Deborah Ashman	Spelthorne Borough Council, Joint Head of Community Wellbeing
Cllr John Boughtflower	Spelthorne Borough Council, Leader
Cllr Maureen Attewell	Spelthorne Borough Council, Spelthorne Cabinet
Cllr Alison Griffiths	Surrey County Council, Councillor
Nick Wood Dow, DL	President, 6 <sup>th</sup> Staines Scout Group & Deputy Lieutenant of Surrey
Elizabeth Wood Dow, OBE	Chair of Trustees, Manna Food Bank, Staines & Vice-Chair of Governing Body for Manor Mead & Walton Leigh Special Needs Schools
Jean Pinkerton	Staines Rotary Club and local resident
Christine Bannister	Shop Mobility, Chair, and local resident
Sue Wales	Ashford & St Peters Hospitals NHS Foundation Trust, Head of Strategic Transformation
David Greenwood	Surrey County Council, Green Spaces
Jo Gravier	NWS Integrated Care Partnership, Commissioning Manager
Neil Selby	NHS Surrey Heartlands CCG, Commissioning Manager Frailty & Integrated Care
Rebecca Brooker	Surrey County Council, Communities and Prevention Lead
Charlotte Long	Active Surrey, Health Manager
Lawrie Baker	Active Surrey, Head of Strategic Relationships
Sarah Jane <i>Chimbwandira</i>	Surrey Wildlife Trust, Chief Executive
Aimee Clarke	Surrey Wildlife Trust, Director People Engagement
Keir Schiltz	Surrey County Council, Youth Services
Inspector Maxine Cilia	Chair of Surrey Women's Network, Spelthorne Borough Commander
Oliver Judges	Surrey County Council/ Surrey Heartlands ICS, Assistant Director Health Estates
Nick Cummings	Spelthorne Borough Council, Assets Team
Richard Mortimer	Spelthorne Borough Council, Assets Team
Gary Waters	6 <sup>th</sup> Staines Scout Group, Chair
Harvey Hieke	6 <sup>th</sup> Staines Scout Group, Leader
Wendy	Local GP Practice Manager
Andrew Smith	Pinewood Studios Group
Aoife Stone	A2 Dominion Housing, Community Investment Projects Team Manager
Joanne Jones	NHS Surrey Heartlands Clinical Commissioning Group, Communications Manager
Kathryn Maidment	Pinewood Studios Group, Senior Community and Education Outreach Manager
Jane Robinson	Spelthorne Borough Council, Principal Planning Officer
Ann Biggs	Spelthorne Borough Council, Strategic Planning Manager
Joanne Ghazaleh	Spelthorne Borough Council, Infrastructure Delivery Co-ordinator
Craig Hatton	Spelthorne Borough Council, Planning Officer

Kathy Slack	Enterprise M3 LEP, CEO
Louise Punter & Executive Members	Surrey Chamber of Commerce, CEO
Muhammad Husain Kazi	Ashford & Staines Community Centre, Community Imam & Liaison Officer
Janette Breese	Stanwell Family Centre, Manager
Jane Soothill	Surrey County Council, Social Prescribing
Tracey Carter	Spelthorne Borough Council, Senior Economic Development Officer. Spelthorne Business Forum, Chair
Keith McGorry	Spelthorne Borough Council, Economic Development Manage
Jacqui Maclean	Action for Carers
Alison Moray	Voluntary Support North Surrey
Solette Sheppardson	Voluntary Support North Surrey, CEO
Anne Damerell	Spelthorne health & wellbeing charities and community groups
Anita Bedford	Childbase Nursery, Deputy Manager,
Mary Ellen McCarthy	Lumen Learning Trust, Executive Principal,
Rebecca Hutton	Buckland Primary School & Nursery, Head Teacher,
Paul Grimwood	Riverbridge Primary School & Nursery, Head Teacher
Andrew Price	Surrey County Council, Adult Social Care Senior Commissioning Manager
Kamal Mehmood	Spelthorne Borough Council, Armed Forces Partnership Manager
Tony Bennett	MIND
Dr Amitesh Vasistha	Primary Care Network Lead
Dr Ragjit Rai	Primary Care Network Lead
Dr Mohsin Salahuddin	Hythe Medical Practice, GP Partner
Natalie Bhadresa	Hythe Medical Practice, Practice Manager
Dr Ro Shaunak	Staines Medical Practice, GP Partner
Annie Crowhurst	Staines Medical Practice, Practice Manager
Dr Vineet Thapar	Knowle Green Medical Practice, GP Partner
Catherine Simms	Knowle Green Medical Practice, Practice Manager
Nikki Mallinder	NHS Surrey Heartlands CCG, Associate Director of Primary Care
Tom Smerdon	Ashford & St Peter's Hospitals NHS FT, Director of Strategy and Sustainability
Stephen Hepworth	Ashford & St Peter's Hospitals NHS FT, Director of Planning and Contracting
Sarah Tomkins	CSH Surrey, Director of Adult Services
Charlotte Vitty	CSH Surrey, CFO and Estates Lead
Helen Cook	CSH Surrey, Director of Children's Services
Yvette Nicholson	CSH Surrey
Narinder Bedi	NHS Surrey Heartlands CCG, Head of Planned Care
Gigi Lanlois-Pearson	Primary Care Contact Manager
Liz Patroe	NHS Surrey Heartlands CCG, Head of Engagement
Paula Asberry	NHS Surrey Heartlands CCG, Head of non-acute contracts
Simon Seymore-Marsh	Surrey and Borders Partnership NHS FT, Head of Asset Management
Sara McMullen	NW Surrey ICP, Interim Head Urgent and Integrated Care
Dr Sheikh	Locum GP, MSK Pathway Lead
Sue Murphy	Catalyst, CEO

Anthony Aralepo	Catalyst, Mental Health & Wellbeing Operations Manager
Jason Ralphs	Surrey County Council, Public Health Lead for Cardiovascular Disease Prevention
Dr Helen Raison	Surrey County Council, Consultant in Public Health
Nina Crump	NHS Surrey Heartlands CCG, Communications and Engagement Manager, Primary Care
Tracey Fossaluzza	NHS Surrey Heartlands CCG, Diabetes and EOLC Programme Manager
Charlotte Budkiewicz	NHS Surrey Heartlands CCG, Clinical Lead for Diabetes in NWS CCG
Rachel Parrott	Ashford & St Peter's Hospitals NHS FT, Associate Director of Therapies
Eileen Clarke	NHS Surrey Heartlands CCG, Deputy Director for Quality and Nursing
Jennifer Halliday	NHS Surrey Heartlands CCG, Urgent Care and Integration Project Support Manager
Christine Armitage	NHS Surrey Heartlands CCG, Associate Director of Programme Delivery
Dr Anita Jenkins	Surrey and Borders Partnership NHS FT, Primary Care Mental Health Team, Clinical Lead
Lesley Ennis	Virgin care, Service Manager – Surrey Community Dental Service
Nicki Cousins	Virgin Care
Tim Burge	Virgin Care
Nikki Parkhill	Surrey County Council, Strategic Commissioning Manager
Chris Tisdall	Surrey County Council, Strategic Commissioning Lead
Michelle Head	Surrey County Council, Area Director Adult Social Care
Jonathan Lillistone	Surrey County Council, Assistant Director Commissioning Adult Social Care
Jenn Smith	Surrey County Council, Senior Public Health Lead
Negin Sarafraz-Shekary	Surrey County Council, Public Health Principal
Ceri Jones	ICS Surrey Heartlands, Transformation Programme Director for Children & Family Health Surrey
Trudy Mills	ICS Surrey Heartlands, Director for Children's and LD (CFHS)