Business Justification Case

2023

Choose an item.

Investment Title	Community Compass
Investment Reference	[TBC by Investment Appraisal Team]
Project Type	Revenue - BAU
Start Date	01/01/2024
End Date (if applicable)	Select Date
Sponsoring Department	CLS - Customer & Local Services
Business Case Author	Paul McGinnety
Supplying Departments (List all applicable)	CLS, ED and CYPES
CSP Priority	Health and Wellbeing

Approvals	Names	Signature	Date Approved
Accountable Officer (Sponsoring Department)	lan Burns	Car	Select Date
		23.6.23	
Senior Responsible Officer (Sponsoring Department) If applicable	Paul McGinnety	I approve of this business case – Paul McGinnety 230623	Select Date
Head of Finance Business Partnering	Paul Ashworth	PAN	Select Date
		23.6.23	

CAUTION

PLEASE REMEMBER TO "SAVE AS" THIS TEMPLATE TO YOUR LOCAL DRIVE – IF YOU ACCESS THIS BC AND DO NOT SAVE ELSEWHERE, ANY CHANGES YOU MAKE WILL BE SEEN BY THE ORGANISATION



1.0 THE STRATEGIC CASE

1.1 Project Summary

Summary

The Community Compass is a project from CLS department of the Government of Jersey which addresses the health and wellbeing impacts of social isolation, loneliness and a lack of physical activity by bringing people together to take part in group activity that will support their long-term wellbeing – with a focus on more isolated or disadvantaged groups such as the elderly, disabled or people living in care settings.

The Community Compass take its inspiration from 'social prescribing' an increasingly widespread practice in health services all over the world which has been proven an effective method of preventative healthcare – particularly for mental health improvement. Social prescribing is the practice of 'prescribing' social activity as a non-medical alternative or supplement for conditions associated with loneliness, poor mental health or inactivity.

Evidence shows that social prescribing saves significant costs for health services, reduces pressure on primary care facilities, and offers effective non-medical treatment options for a range of different physical and mental health disorders.

The Community Compasses takes an innovative approach to social prescribing by partnering with charities and community groups to increase access to a wide range of arts, nature or sport-based group activity. It is particularly focussed on reaching individuals or groups who are often excluded from such activity. This service is crucial to the wellbeing of Jersey because:

- 1. Arts, nature, and physical activity are crucial to wellbeing: research shows that taking part in just one cultural activity per month on average will extend your life by 10 years
- 2. Conversely, individuals who are not connected to any social groups are 50% more likely to die prematurely.
- 3. Loneliness is as bad for your health as smoking 15 cigarettes a day and is one of the primary causes of illness.

To date the Community Compasses has been of benefit to over 5,000 islanders through direct support and will impact at least a further 8,000 through the Durrell Tortoise project. It has done this through relationships with over 45 Charities and community organisations (see appendix 1 for full list). Building on this early success we have received a further 45 applications, with an eclectic mix of projects, including a raspatory health choir, book gifting to 200 vulnerable children and their families, access to sport and leisure facilities for homeless islanders and increasing group activity in Dementia Jersey.

The Community Compass consists of two main elements:

1. The 'Connect Me' grant scheme which provides grants of up to £5,000 to charities and community groups to support projects which involve their target audiences in arts, nature or sport-based group activity.

To date we have directly supported projects 75 through this grant programme.

2. A network of Community Connectors: a group of 22 individuals who are employed directly by charities, community organisations or parishes. Their role is to be in the community listening, networking and understanding the most pressing needs, gaps and barriers to wellbeing. They are



engaged in ongoing training and are invited to co-create and commission new projects which can connect their communities and involve isolated people in group activity

The Community Compass is grounded in the following key principles:

- Prevention is better than treatment: being connected to new group activity can support wellbeing for those most at risk of mental and physical health disorders before they need to seek medical help
- The way we care for the health of our communities needs to change and adapt to reflect pressures
 on primary care and the need for more care in the community
- Charities and community groups who already work with at-risk or disadvantaged groups are best
 placed to offer new activities or scale their existing work Government involvement should be lighttouch and should empower the work of the third sector
- Communities generally know what they need to be more connected and healthier. Listening to their voices and working with them to create activity is better than a top-down approach.

The funding applied to this project will be used to both continue to support the network of Community Connectors and maintain the level of funding for the Connect Me Connecting Our Communities mini-grant scheme. Funding will also be used for ongoing training and research, development of a Customer Relationship Management ('CRM') repository system, for gathering data, as well as development of a user-friendly sign-posting website, to replace the current Jersey On-line Directory.

The Community Compass initiative has been co-produced with a wide range of stakeholders. The model developed and rolled out works for Jersey through a light touch approach from Government using the strengths the island has in its communities. Expertise has been drawn from a wide range of organisations from housing, culture, arts and heritage, libraries, disability, the elderly, early years, youth, sport and physical activity, mental health, prison, palliative care, parishes and faith groups.

The initiative will also link into the wider community recovery following the recent tragic events and could properly embed social prescribing across primary care – including GPs, but crucially pharmacy, which is free and supports a model of preventative health care both physically and mentally. It will also tie in with new Adult Safeguarding legislation that focuses on prevention.

1.2 Case for Change

Context

In May 2021, departments were invited to submit project proposals to the Chief Minister's Social Recovery Fund. In 2022, a cross-departmental working group successfully bid for a social prescribing project. The Culture and Physical Activity for Wellbeing initiative was awarded just over £800,000 to deliver the project over the next 18 months. The project focused that focused on increasing participation in culture, arts, heritage and sport for individuals/groups affected by the pandemic. Phase 1, the Connect Me. Connecting Our Communities mini-grant scheme, supported the delivery of 45 projects, the majority of which only requiring a modest amount of investment of £5,000 and supporting some 5,000 participants. In 2023, a further 45 applications have been received with outreach being even greater, and in a number of instances at very modest cost.

The initiatives supported in 2022 were made up of a very eclectic mix targeting a diverse range of participants ranging from funding a celebration of culture in a school to the first female basketball league, a number of art projects and building on existing success such as the Singing Memories. These small grants had a big impact in their respective areas and all projects had measurable outcomes. The grant process was



proportionate as it was important not to put organisations off. A full list of the 2022 grantees and their projects can be seen in Appendix 1. Appendix 2 highlights the projects that have been submitted for consideration in 2023.

Phase 2, the Community Compass, is embedding well with 22 Community Navigators commissioned through various charities and other third sector organisations. Training is underway and the network of Connectors sharing ideas and good practice. A number of them are likely to bring forward, for consideration, a number of their projects they would either like to develop or expand in collaboration with other Community Navigators.

The Community Compass initiative was recently showcased at the British Irish Council's Ministerial Meeting, in the Isle of Man, on Creative Industries, chaired by the Minister for Economic Development, Tourism, Sport and Culture, and was applauded by all ministers, noting that it was important to develop a model that fits with your jurisdiction, rather than follow others. The presentation had such a profound impact that 'Supporting health and wellbeing through and within the Creative Industries' has been embedded in the Creative Industry's Working Group's Forward Work Plan.

Problem

In recent years, significant global research has seen a sizeable increase in individuals mental health and wellbeing exacerbated by the Covid-19 pandemic leading to increased levels of ongoing loneliness and isolation. Jersey, while a small jurisdiction, has been equally affected.

As will be seen in the following short videos by thinking differently this can have a major impact using small amounts of funding leaving the experts to deliver projects that have a profound impact on individuals and groups alike.

Jersey Mencap

Age Concern

Padel for All

<u>Jersey Minis and Reds - JEP Article</u>

The issue for the Community Compass initiative is that funding was secured from the Social Recovery Fund and stops at the end of 2023. This light touch approach from Government has allowed 90 projects to be delivered to a vast array on individuals and groups, many provided by volunteers.

Outcome Required

The outcomes delivered through the various projects supported by the mini grants scheme have truly been astounding, and it is likely the 2023 recipients will be proven to be similar. The light touch approach from Government has proven to be well received.

The onboarding of the Community Connectors, from all areas of Jersey's community, are already gathering information from their respective areas of expertise and have begun sharing good practice amongst fellow connectors. Ultimately, once the first cohort of connectors have been fully trained up, they will in turn train others including volunteers. The trained connectors are liaising with community connectors to find our where needs are and how to access the hard-to-reach and lonely.



Specific

The focus of the Community Compass initiative is the hard-to-reach individuals/groups in Jersey society. By using experts in various disciplines enables those individuals who are suffering from loneliness or isolation more easily that if this was direct action from Government and is likely to drive those most affected further underground.

Measurable

The Connect Me, Connecting Our Communities mini-grant application scheme, requires organisations to provide details of anticipated participants and performance measures. This information is used to form the basis of the grant agreement which includes a requirement from the grantee to provide feedback on activity as well as an end of project report detailing how the project went, details of spend and outcomes and these have been separately analysed by government officials. The Community Connector network will be able to demonstrate penetration in the community and how their intervention has assisted individuals.

Achievable

The Connect Me, Connecting Our Communities mini-grant scheme has supported a total of 45 projects in 2022 and so far the scheme has received 44 applications for consideration in 2023. This shows that when left to professional organisations outside of government to deliver, they can deliver. Funding for the mini-grants initiative from 2024 would require organisations to achieve their outcomes in a similar period of time. The Community Connector network

Relevant

Global research has seen a sizeable increase in individuals mental health and wellbeing exacerbated by the Covid-19 pandemic leading to increased levels of ongoing loneliness and isolation. Jersey, while a small jurisdiction, has been equally affected.

The initiative will also link into the wider community recovery following the recent tragic events and could properly embed social prescribing across primary care – including GPs, but crucially pharmacy, which is free and supports a model of preventative health care both physically and mentally. It will also tie in with new Adult Safeguarding legislation that focuses on prevention.

Time-bound

All projects supported by the Connect Me, Connecting Our Communities mini-grants scheme are time-bound. Failure to do so, would require a reimbursement of the grant made. A percentage of the total grant funding is withheld until receipt of an acceptable end of project report. This ensures that Government receives the rich qualitative and quantitative required to determine gaps, barriers and overlaps.

Objecti	ives Table
1	To continue with the light touch approach from Government in the delivery of activities by
	organisations who support hard-to-reach individuals
2	Embed Community Connectors in local communities who make lasting relationships with local
	connectors to identify needs, barriers and overlaps in those communities
3	Develop robust data in order that support can be better directed to those most in need
4	Develop a comprehensive CRM system to better allow the Community Connectors to connect and
	network



5 Develop a new online directory with key stakeholders that is used by all and is easily navigated.

Detail any benefits both quantifiable and qualitative of the investment, either in Financial £, Quantity or Value terms. (See further guidance on articulating Benefits) Click here to see a video on how to identify and write benefits

1.4	Benefits	Benefits					
		Benefit 2023	Benefit 2024	Benefit 2025	Benefit 2026	Benefit 2027	
1	The initiative will link into the wider community recovery following the recent tragic events						
2	Properly embed social prescribing across primary care — including GPs, but crucially pharmacy, which is free and supports a model of preventative health care both physically and mentally						
3	Ties in with new Adult Safeguarding legislation						

Detail the performance measures that will be used to determine if the investment has delivered its intended benefits <u>Click here to see</u> a <u>video on how to write performance measure</u>

	Benefit	Performance Measure
1	Working together and embedding themselves into harder to reach parts of Jersey's society who will support and develop connections and activity that help to build resilient, engaged and interwoven communities.	There is a lot of intrinsic and societal value in this project. Happy people tend to be more productive
2	Employed by charities and other organisational experts and funded for an agreed number of hours per month to undertake this specific work.	Decrease in dependency on either direct or indirect government services by individuals (this will take years rather than months to measure)
3	Understand the needs, aspirations and gaps in the island's community and identify barriers to be removed.	An up-to-date central repository that holds key contacts of community groups and which old highlights barriers to entry
4	Project links to all areas of Government relating to health and wellbeing including properly embedding social prescribing across primary care – including GPs, but crucially pharmacy, which is free and supports a model of preventative health care both physically and mentally.	Decrease in dependency on either direct or indirect government services by individuals (this will take years rather than months to measure)
5	Each Connect Me, Connecting Our Communities project has to demonstrate the benefits of the initiative set against a set of criteria	Will be determined on a project-by-project basis

2.0 THE FINANCIAL CASE

2.1 Detail the financial costs of the project

Financial Analysis Table						
	Current Year	Government Plan				
Description	2023	2024	2025	2026	2027	Total



	£	£	£	£	£	£
Community	70,000	90,000	92,700	95,480	98,345	376,525
Connectors						
Community	156,000					
Connector						
Commissions						
Website & CRM	25,000	15,000	15,000	15,000	15,000	60,000
Training & Research	15,000	20,000	15,000	15,000	15,000	65,000
PR & Comms	9,000	5,000	5,000	5,000	5,000	5,000
Mini Grants	250,000	250,000	250,000	250,000	250,000	1,000,000
Investment Total	527,000	380,000	377,000	380,480	383,345	1.551,525

Provide a breakdown of any figures aggregated in the financial analysis table above and explain the assumptions and basis used to calculate them. Wherever possible, embed supporting excel spreadsheets to ensure the full detail is available. (See further guidance on financial analysis and assumptions) click this link to see a video on how to complete the financial case

Community Compass Budget 2023

3.0 THE COMMERCIAL CASE

3.1 Detail the products, services, assets, or personnel required to take the project forwards (See further guidance on documenting procurement and recruitment)			
Item(s) to be procured/staff to be Approach to the Market Explanation			

Work begins in 2023 on developing both the CRM and new website. The Citizen Advice Bureau who currently manage JOD, are funded by Government. The new website will be hosted locally, and have already undergone a tendering exercise to discover, develop and deliver the new online directory. Costs associated with both will relate to ongoing development, hosting and maintenance.

No additional staff will be recruited for the initiative. Community Connectors have been recruited via their organisations and therefore grant agreements are and will continue to be between Government and the organisations rather that directly employing individuals.

4.0 THE MANAGEMENT CASE

4.1 Impact on enabling functions

Enabling Functions	Impact	Explanation for Impact score
Choose a function	Select	
Choose a function	Select	

Date	Milestone Detail	
04/09/2023	Commence CRM development with Community Connectors	
02/10/2023	Commence website development with key stakeholders	
30/11/2023	UAT of CRM functionality	
02/01/2024	Commence recruitment and training of new cohort of Community Connectors	
02/01/2024	UAT of new website	
02/01/2024	Roll out of new CRM	
01/03/2024	Roll out of new website	
14/04/2024	Launch 2024 Connect Me grant scheme	
31/05/2024	Connect Me grant scheme closes	



15/06/2024	Grant applications evaluated and grantees notified	
15/07/2024	Payments made to grantees	
31/12/2024 End of projects reports received and final tranche of funding made		

4.3 Risk Analysis

Click this link to see a video on how to complete the section on risk

Risk	Probability (0-5)	Impact (0-5)	Mitigation
Inability to secure Community Connectors in all key area	1	5	A total of 22 Community Connectors have now joined the network. There is already a waiting list
Unable to access all hard-to-reach areas in society	3	3	Significant effort being given for Community Connectors to focus on hard-to-reach areas plus using a wide range of PR and Comms
Organisations do not submit Connect Me grant applications	1	5	45 grants were made in 2022 and the Project team have received 44 new applications for 2023. The application process is straightforward and there is a light touch approach from Government to the whole process.
New website not used	1	3	The website will be developed in consultation with a wide range of key stakeholders and will also be part of the UAT group
New CRM system not used	1	3	The CRM will be developed in consultation with the Community Connectors. It will be developed to support them in their work and make it easier

5.0 THE ECONOMIC CASE

5.1 Options List

Option 1 - Do-Nothing

The Connect Me, Connecting Our Communities min-grants scheme has proved popular with organisations either to expand existing initiatives or roll out new ones in order to reach those with mental or physical health issues. In 2022, 45 projects were supported that benefited more than 4,000 individuals directly with an estimated similar number indirectly. The Community Connectors network whilst still in its infancy is proving to valuable in terms of rich data. To not continue with this project would have huge consequences not only to the varied organisations and communities that have benefited from the initiative but more importantly those hard-to-reach individuals who have only just started to reinstate with society.

Advantages

1. Funding could be directed to other pressing Government needs.

Disadvantage

- 1. Public outcry for not supporting the initiative.
- 2. All the goodwill offered by stakeholders to develop the project is lost.
- 3. Those hard-to-reach people in the community would disappear again.

Option 2 – Connect Me, Connecting Our Communities mini-grant scheme only

The Connect Me, Connecting Our Communities mini-grant scheme proved popular in 2022 and is in 2023 with 44 applications received so far. However, this was always just seen as Phase 1 of the project with Phase 2 the Community Connectors network building on Phase to embed themselves in the island's communities for which there would have greater longevity and determine the need, barriers and overlaps in provision.



Advantages

1. Funding request would be lower, therefore revenue could be directed to other pressing Government needs.

Disadvantage

- 1. All the goodwill offered by stakeholders to develop the whole project is lost.
- 2. Community Connectors network would be disbanded.
- 3. Asset-based community development would cease

Cost

	2024	2025	2026	2027	Total
	£	£	£	£	£
Mini Grants	250,000	250,000	250,000	250,000	1,000,000
PR & Comms	5,000	5,000	5,000	5,000	20,000
e.g. equipment					
Total	255,000	255,000	255,000	255,000	1,020,000

Option 3 - (Preferred Option) Community Compass

This option encompasses both the Community Compass network and continuation of the mini-grants scheme.

Advantages

- 1. Allows Government to roll-out the initiative developed in consultation with key stakeholders.
- 2. Allow asset-based community development work to embed.
- 3. Gain significant qualitative and quantitative information on local communities to understand need, barriers and duplication, and store information in a repository.
- 4. Work with trained skilled individuals from a broad range of Jersey's society.
- 5. Development of new on-line directory to be used by all stakeholders.
- 6. Support organisations to deliver new or expand existing projects
- 7. Light touch approach from Government
- 8. Link into the wider community recovery following the recent tragic events.
- 9. Tie in with new Adult Safeguarding legislation that focuses on prevention.

Disadvantages

1. Funding could be directed to other pressing Government needs.

Options Conclusion

Option 3 is clearly the preferred option. The aim of the Community Compass is to reconnect our community by increasing participation in arts, culture and physical activity. The initiative has been developed in consultation with key stakeholders who have a broad understanding of the Jersey context. The project also links in with wider community recovery following the recent tragic events. The ambition is to properly embed this social prescribing model across primary care – including GPs, but crucially pharmacy, which is free and supports a model of preventative health care both physically and mentally.

BJC Community Compass 02.06.23



The Community Compass model has been designed with a light touch approach from Government, which is what the wider community has asked for. That said it will be overseen by a government commissioning body with the support of a community of interest and expert input.

To date 22 Community Connectors have been commissioned and 45 projects were supported in 2022 from a broad range of activities, (as detailed in Appendix 1) and includes line-dancing, ladies' basketball, art therapy training, a youth choir, pottery making and arts workshops for dementia patients.

The Community Compass network is now embedding themselves in the local community, working together and already making connections with those in the know. They are building an integrated map of our society, especially the less visible areas of hardship and deprivation. As the initiative develops, new activities will be commissioned aimed at creating greater social connection and community wellbeing for those most in need.



Appendix 1:Organisations and Projects supported by the Connect Me, Connecting Our Communities Mini-Grants Scheme 2022

- 1. MacMillan Jersey, Allotment project
- 2. Dementia Jersey, Celebrating Christmas with people with Dementia
- 3. Kelly Eastwood Art, Community Art and Craft Workshops
- 4. Jersey Minis and Reds Touch Rugby summer series
- 5. Jersey Recovery College, Express yourself
- 6. James' Ark Wellbeing supporting separated fathers
- 7. The Boatman Centre, Mobile outreach Centre
- 8. Jersey FA, Over 50's Walking Football
- 9. Jersey Cheshire Home, Physiotherapy for Community & Residents
- 10. Sanctuary Trust, Gym passes for residents
- 11. Methodist Church, Messy Vintage
- 12. Tea dance Club / Step55 Club
- 13. Jersey Mencap, Taking part Making Art
- 14. Moon Songs, Lullaby Project
- 15. Padel for All, Padel School Program
- 16. Jersey Basketball Association, Project Bounce (development of a women's only league previously not in place)
- 17. Healing Blue, Forest Therapy & The Arts
- 18. Acorn Enterprises Acorn's Communitree Arts
- 19. Engage Connect Construct, Art in the Frame Foundation
- 20. The Good Companions Club, Expansion of Services
- 21. Les Amis, Residents' social club
- 22. Nature Journaling and Photography Workshops, Nature Base
- 23. Age Concern Jersey, New Activity Space
- 24. Aspire charitable trust / Beresford Street Kitchen
- 25. Parkinson's Jersey, Vocal and Neuro Therapy
- 26. Rock N Road Runners, Run Club Development
- 27. St Andrew's Anglican Church Outdoor Community Group, St Andrews Anglican Church
- 28. Centrepoint, Sports Development and Coaching Service
- 29. Green Screen Films in the Park, Infrastructure, Housing, and Environment
- 30. Jersey Youth Choir, CYPES
- 31. Releasing Better Neighbours, La Moye Prison
- 32. Victoria College, Primary PE project PE in town schools
- 33. JCG Festival of Cultures Student requested £300 to celebrate the schools diversity
- 34. Jersey Hockey, Back to Hockey
- 35. Superheroes Series UK 'At Home' Virtual Challenge, Jersey Sport https://movemore.je/at-home-superheroes/
- 36. The Sustainable Cooperative, The Community Fermentation Club
- 37. Squash and Racketball Community Outreach Programme, The Jersey Squash Association
- 38. Skate Space, St Ouen's Methodist Skate Park
- 39. Love Theatre Talking Heads, Mind Jersey
- 40. St Mary's School, The Rainbow Garden and Colour Kitchen
- 41. The Shelter Trust, Walking football
- 42. Kairos Arts
- 43. Haute Vallee music in schools
- 44. Durrell Tortoise Takeover
- 45. Dementia Jersey, extension of services to include Musical Memories



Appendix 2: Organisations and Projects submissions for Connect Me, Connecting Our Communities Mini-Grants Scheme 2023 for consideration.

- 1. Alcohol and Drug Service, Sports and Arts Activities
- 2. All Matters Neurodiverse, Time in Nature and Yoga
- 3. Art in the Frame Foundation, Writing, Photography and Crafts for Men
- 4. Brighter Futures, In House Yoga and Keep Fit Classes
- 5. Caring Cooks of Jersey, Care to Cook: Providing the building blocks for independent living
- 6. Community Environment & Change, Grouville Community Gardening
- 7. Community Navigators, Passports and Exercise Classes
- 8. Dementia Jersey, Forget Me Not Plot
- 9. Family Nursing and Home Care, Leg Club
- 10. Fit for Life, Fit for Life
- 11. Back to Work, Foundations through Back to Work
- 12. Grand Vaux Youth Project, Sports Equipment for Green Spaces
- 13. Healing Blue, Healing Blue
- 14. James Ark, Super Kids Wellness
- 15. Jersey Basketball Association, Project Bounce
- 16. Jersey Cheshire Home, Foundation Aquatic Physiotherapy Programme
- 17. Jersey Child Care Trust, Home Activity Packs
- 18. Jersey Eisteddfod, Music Section
- 19. Jersey Football Association, Over 50's Walking Football (men and women)
- 20. Jersey Freshwater Angling Association, Tamba Park pontoon erection and clean-up
- 21. Jersey General Hospital, Respiratory Choir
- 22. Jersey International Centre of Advanced Studies, Field School
- 23. Jersey Privateers Gaming Club, Gaming Club
- 24. Jersey Recovery College, Mindful Walking Sessions
- 25. Jersey Youth Service, My Time for Young Carers
- 26. Jersey Youth Touch, MYSTL
- 27. Kairos Arts, Kairos Communities and Kairos Arts Practitioners
- 28. Kelly Eastwood Art, Kelly Eastwood Art
- 29. Lifestyle Medicine Jersey, Lifestyle Medicine Course
- 30. Maufant Youth Project, Creepy Valley trip
- 31. Nature Base, Pop Up in Coronation Park
- 32. Padel for All, Padel for All 2023
- 33. Public Voice, Common Ground
- 34. Willy CPT, Resilient William
- 35. Sanctuary House, Fitness plans
- 36. Skate Space, St Ouen's Methodist Church
- 37. Skateboard Jersey, Skateboard Coaches
- 38. St Andrews Church, Outdoor retreats
- 39. St Mary's Youth & Community Centre, Enhancing Community Wellbeing through Arts and Physical Activity: Pop-Up Tent Initiative
- 40. Step 55 Club, Digital Classes
- 41. The Samurai Fitness Group Jersey Ltd, Resilience Workshop
- 42. Trinity Three in One Club, Jersey Museum Trip
- 43. Victoria College, 6th Form Enrichment
- 44. Wednesday Night FC, Wellbeing Over Winning