

**COMMUNITY RESILIENCE AND CAMBRIDGESHIRE COUNTY COUNCIL'S  
INNOVATION FUND**

**To:** General Purposes Committee

**Meeting Date:** 20 September 2016

**From:** Sarah Ferguson, Service Director Enhanced and Preventative Services

**Electoral division(s):** All

**Forward Plan ref:** N/A **Key decision:** No

**Purpose:** To present the Delivery Plan for “Stronger Together – Cambridgeshire County Council’s strategy for building resilient communities” as requested by Full Council.

**Recommendation:** General Purposes Committee is asked to:

- a) agree the Delivery Plan for ‘Stronger Together’ as a reflection of the Council’s ambitions to support community resilience;
- b) as requested by Full Council, note the development of the Innovation Fund as an “*appropriate investment in community initiatives to deliver the outcomes of the Strategy, that will have a social and financial value that will enhance peoples’ lives*”;  
*and*
- c) note the establishment of a governance structure to oversee this investment.

<b>Officer contact:</b>	
Name:	Sarah Ferguson
Post:	Service Director – Enhanced and Preventative Services
Email:	Sarah.ferguson@cambridgeshire.gov.uk
Tel:	01223 729099

## 1.0 BACKGROUND

1.1 *Stronger Together* – our strategy for building resilient communities was endorsed by General Purposes Committee (GPC) in October 2015. The full strategy can be accessed [here](#). Subsequently, at Full Council in February 2016, the council called upon the Chief Executive to:

- “Submit a Delivery Plan for ‘Stronger Together’ ... (to) identify how we will deliver the outcomes of this strategy...
- To include as part of the Delivery Plan an Invest to Save bid to the Transformation Reserve to secure appropriate investment in community initiatives to deliver the outcomes of the Strategy that will have a social and financial value that will enhance peoples’ lives.
- To determine a governance structure to oversee this investment, and the initiatives it supports, that includes partner organisations with a view to sharing the outcomes, costs and benefits of ‘invest to save’ initiatives across the whole public sector, thereby helping to mitigate the impact on our communities and each other.”

1.2 This report and the accompanying delivery plan outline the activity arising from *Stronger Together*, and identify the means by which the Council will secure investment in community initiatives which will have both social and financial impacts.

## 2.0 DELIVERING THE STRATEGY

2.1 The business case for *Stronger Together* outlines an ambitious and transformative programme. Some activity will focus on the Council’s core business, which will support the delivery of savings targets within the existing business plan. This includes:

- The Councillors as Connectors programme
- Workforce strategy and workforce development elements
- Systematic revision of operational policies and processes to facilitate staff linking people with sources of support from within their communities
- Communications planning
- The development of a toolkit to help staff and Members to access the information they need to support community capacity building through everyday work and activity

2.2 There is substantial transformation happening at service level to align our public services more closely with sources of local community support. For example, Transforming Lives within Adult Social Care, Early Help within Older People’s Services, or social prescribing pilots through the Better Care Fund. In addition, the Council is prioritising the delivery of some specific transformational activity through the delivery of *Stronger Together*. This activity, outlined in the Delivery Plan at **Appendix A**, is designed to shift the focus from delivering services and interventions towards building the willingness and capacity of local people to help others and to input to their local area. In doing this, we reposition the Council as part of the wider community, providing only those services that local people cannot do for themselves, and facilitating the capacity of local people to meet local needs for themselves. The underpinning aim is to enhance people’s lives through creating opportunities for more connected communities and people who will require less support from high cost Council services.

2.3 This activity will help to deliver new savings over and above those already outlined in the business plan:

- Rationalising property and staffing in local areas in order to provide a network of community hubs, bringing together our face-to-face information and advice provision, providing local access to early help and preventative activities for all ages, improving opportunities for local staff to network, and brokering support from local community providers.
- Developing work with parish councils, district councils, and with Cambridge City Council to build local conversations about joint public sector service planning.
- The establishment of an Innovation Fund, in partnership with a local philanthropic organisation, Cambridgeshire Community Foundation. This will be a fund for voluntary sector and non-profit making organisations with big ideas for transformative preventative work which will make a positive impact on Council expenditure. The Council will encourage bids for funds which will demonstrably make an impact on its priority outcomes – particularly in relation to working with vulnerable people, and thereby diverting children and adults from needing high-cost council services.

2.4 The Council is currently undertaking a structural review of staff roles. One of the aims of this review is to ensure we make the most of the collective resource and expertise within the Council to provide some focused staff capacity to drive and deliver our community resilience ambitions for the future.

2.5 The outline delivery plan for *Stronger Together* is attached at **Appendix A**.

### **3.0 THE INNOVATION FUND**

3.1 Cambridgeshire Community Foundation manages grants for a range of organisations across the county, from public sector bodies, national and local businesses, and sole benefactors. They distribute grants within the following programmes, which fit well with the aims of our Innovation Fund:

- Children, young people and families
- Adults facing life crisis
- Health
- The Natural Environment
- Community Development/Engagement

3.2 Working with this organisation brings the added benefit of being able to link other sources of funding to the Council's desired outcomes. It also provides the means to generate additional community capacity building funds and input from community partners (e.g. businesses, other statutory agencies, charities, sole benefactors). Cambridgeshire Community Foundation is able to evaluate bids, distribute the funding and monitor impact on behalf of the Council. It is proposed that the governance and decision-making process should follow the following three steps:

1. Initial scrutiny of bids will be done by Cambridgeshire Community Foundation, including undertaking any checks and judging the capacity of the bidder to deliver against the stated outcomes.
2. Those that progress through this process will be considered by a

panel, with identified roles for specified County Council officers and a specified County Council Member, members of the business community, and representation from Cambridgeshire Community Foundation. This panel aims also to corral additional sources of support for projects through input from businesses and sole benefactors, in terms of additional or match funding, manpower or resources that might bring added value to the project and increase its impact.

3. It is anticipated that some bids will be very small and local (for example, £2,000 for a very specific piece of work in a local area), whilst some will be larger. It is proposed that for bids under £50,000 delegated authority is granted to the Community Resilience lead officer to agree the bid, in consultation with the panel. GPC will receive a summary report on bids agreed. For bids of over £50,000, GPC will receive a report on each bid and recommendation from the panel for ratification by GPC.

3.3 It is expected that the majority of bids will be based upon evidence-based projects and pilots. These could include:

- developing local Older People's Coordinators, based upon learning from Histon and Impington Parish Council where the parish council now employs two Older People's Coordinators to organise activity and support for isolated or vulnerable older people;
- developing time banks, based upon learning from the existing time banks in Cambridgeshire and focussing on exchanges which support vulnerable people; and
- developing peer support, especially around user-led organisations which help groups of people who receive community-provided services (funded by the Council) to plan jointly.

3.4 The Council also wishes to encourage innovation and new ideas, so all bids would be considered if they can demonstrate that they will be able to:

- build capacity within the community to help others, thus helping the community to become more resilient;
- achieve savings for the Council, in particular on high-cost areas such as care budgets; and
- demonstrate the social value of the actions they undertake, and the impact on outcomes for the most vulnerable people in our communities.

3.5 It is recognised that simply making funding available for projects will not be enough. Local communities will need specific targeted support in order to develop a successful bid. In particular, bids are less likely to come from areas where there are lower levels of social capital or existing voluntary sector capacity to draw upon. Members have previously queried how we will target our community resilience work in areas which lack community capacity or need more intensive support to unlock that capacity, and it is therefore proposed to refocus some staff resources through the Corporate Capacity Review to work in targeted areas and with existing organisations, for example, parish councils, to support the development of successful bids.

3.6 Bids will be funded directly from the Council's Transformation Fund, and

hence will need to meet the same criteria as internal transformation proposals in order to be successful, including the need to demonstrate a significant cashable return on investment for the local authority within a timeframe of 1 – 4 years. Most bids will need to demonstrate how they can become self-sustaining over time. Exceptions may be made in cases where it is clear that the activity is achieving savings for the Council on a year-on-year basis, and so would merit core funding to continue. Most bids should also be scalable, so that small-scale testing can take place which if successful can lead to wider-scale delivery.

3.7 It is proposed to launch the Innovation Fund in October/November 2016.

#### **4.0 ALIGNMENT WITH CORPORATE PRIORITIES**

##### **4.1 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- The Bank of England estimates that around 15 million people volunteer regularly on a formal basis, and that the same amount of time is spent on informal volunteering, which might be running a neighbour to a doctor's appointment or taking an elderly relative to do their shopping. They calculate that the economic value of volunteering could exceed £50bn a year.
- Individuals benefit from doing things for others, though the balance of benefits differs across individuals. For example, younger people highlight the importance of acquiring new skills and enhancing employment prospects, while older people benefit from increased social interaction and improved health. Enjoyment and satisfaction rank high across all volunteer types, and it is clear that there are economic benefits for the individual. The Bank of England estimates that the gains to the individual in terms of wellbeing, improved health and increased employability might exceed the £50bn-plus benefit to the recipients of volunteering.
- It is therefore reasonable to suggest that building and supporting increased volunteering – on a formal or informal basis - across the county will have benefits for the local economy.

##### **4.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- There is evidence that community engagement and resilience supports the adoption of a healthy lifestyle as a community norm and builds engagement in health improving initiatives.
- The benefits to those supported by volunteers include improvement in health, wellbeing and independence.
- Supporting community resilience builds increased social capital, cohesion, empowerment, and improved relationships between organisations.

##### **4.3 Supporting and protecting vulnerable people**

The following bullet point sets out details of implications identified by officers:

- The Council's activity to build community capacity, and to invest in places and communities which are safe and good places to live is a cornerstone of our early help strategies for vulnerable people.

## **5.0 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

The following bullet points set out details of significant implications identified by officers:

- There are no identified significant costs incurred in the delivery of our community resilience plans. The Innovation Fund will require some investment on the part of the Council, but with the aim to provide significant return on that investment. So the Innovation Fund is planned to bring savings to the Council over time.
- The strategy helps to establish how we best use our property assets to achieve the most value for Cambridgeshire residents.

### **5.2 Statutory, Risk and Legal Implications**

The following bullet points set out details of significant implications identified by officers:

- These delivery plans are designed to mitigate the impact of reductions in local government funding. As such this should help to guard against the risks identified in the corporate risk register around failure to deliver our five year business plan.
- There will be a continuing legal duty on local authorities to ensure that vulnerable people are not exposed to additional or unreasonable levels of risk as a result of the implementation of these strategic objectives.
- The establishment and delivery of the Innovation Fund will involve ongoing consultation with our LGSS Law Ltd to ensure that any relevant legal implications have been addressed.

### **5.3 Equality and Diversity Implications**

The following bullet points set out details of significant implications identified by officers:

- Evidence indicates that some services delivered by local people within local communities can be more successful than statutory services at reaching people who may need support. Building capacity within local community to help each other should therefore support more equal and diverse accessible provision locally.
- Some of our services will become increasingly more localised, less uniform and more bespoke, so that we can meet local and individual need within each specific community context.
- Additional support to access the Innovation Fund will be provided in disadvantaged areas or those with less social capital.

### **5.4 Engagement and Communications**

The following bullet point sets out details of significant implications identified by officers:

- Successful delivery of all aspects of the delivery plan will only be possible with significant community engagement, with our Partners and with engagement with County Council staff.
- Community hubs will be co-produced alongside local communities and local partners, including the voluntary and community sector. This engagement will result in a formal public consultation period on the emerging plans.

## 5.5 **Localism and Local Member Involvement**

The following bullet points set out details of significant implications identified by officers:

- The role of Members is critical to the success of the Council's community resilience ambitions – in engaging communities and in acting as community advocates.
- A number of councillors have volunteered to become early adopters of this work, piloting this new and critical way of working. They have formed a "Councillors as Community Connectors" group, meeting as an action learning set, and the learning from their experience will inform our direction going forward.

## 5.6 **Public Health**

The following bullet points set out details of significant implications identified by officers:

- Building Community Resilience supports individuals and communities to take responsibility for their health. It can engage them in taking steps to adopt a healthy lifestyle and other health improving activities.
- Targeting efforts to build community resilience on communities with greater health needs and fewer community assets would have a larger impact on health.
- Building community resilience will impact on many of the needs identified in different Joint Strategic Needs Assessments (JSNAs), including the following:
  - Long Term Conditions
  - New Communities
  - Homelessness and at risk of homelessness
  - Vulnerable children and adults
  - Carers
  - Older People's Mental Health

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Virginia Moggridge
Are there any Equality and Diversity implications?	Yes Name of Officer: Sarah Ferguson
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	Yes Name of Member: Cllr Criswell
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
<u>Stronger Together – Cambridgeshire County Council's strategy for building resilient communities</u>	<a href="http://www.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/370/providing_children_and_families_services/5">http://www.cambridgeshire.gov.uk/info/20076/children_and_families_practitioners_and_providers_information/370/providing_children_and_families_services/5</a>
<u>In giving, how much do we receive? The social value of volunteering.</u> Andrew G Haldane, Chief Economist, Bank of England	<a href="http://www.bankofengland.co.uk/publications/Pages/speeches/default.aspx">www.bankofengland.co.uk/publications/Pages/speeches/default.aspx</a>
<u>NICE Guidelines PH 9 Community Engagement</u>	<a href="https://www.nice.org.uk/guidance/ph9/chapter/Appendix-C-the-evidence#evidence-statements">https://www.nice.org.uk/guidance/ph9/chapter/Appendix-C-the-evidence#evidence-statements</a>
<u>JSNAs</u>	<a href="http://www.cambridgeshireinsight.org.uk/jsna">http://www.cambridgeshireinsight.org.uk/jsna</a>
<u>Community Resilience Business Case v15</u>	Room OCT1210 Shire Hall Cambridge



## **Appendix A**

### **Stronger Together – Cambridgeshire County Council’s Strategy for Building Resilient Communities**

#### **Delivery Plan 2016-2018**

<b>REF</b>	<b>Action</b>	<b>Timescales</b>
<b>A. Communication</b> Aim: An honest conversation between the Council and local communities, so that local citizens step up to become active co-deliverers and co-designers of provision in their local community. Lead officer: Mark Miller		
A1	Delivery of an internal Communications Plan	April 2016 - ongoing
A2	Delivery of an external Communications Plan	September 2016 – ongoing (tbc)
A2	Development of case studies and sharing of good practice within the organisation.	June-September 2016 then updated regularly
A3	A menu of ideas and support offers, case studies and online resources to help parish councils to develop their own local activity that will mitigate the impact of our budget and service reductions.	June-July 2016
<b>B. People helping people</b> Aim: An increase in people helping other people within their communities. Lead officer: Charlotte Black		
B1	Develop a toolkit to help our staff and Members access the information that they need to support community capacity building.	July-December 2016
B2	Peer support: <ul style="list-style-type: none"><li>• Undertake a research review to determine the evidence base for peer support delivery</li><li>• Plan and implement peer support programmes for carers of people with dementia, for teenage parents and for parents of teenagers</li><li>• Roll out a system-wide means of developing and supporting peer supporters through community hubs</li></ul>	April 2016 - ongoing
B3	Identify and address situations where our staff experience barriers in supporting people helping people.	April 2016 - ongoing
B4	Revise our voluntary sector contracts to support our ambitions around community resilience.	April-September 2016
B5	Develop three pilot learning sites to take an asset-based community development approach to local communities, and explore how to roll out the learning from this across the county.	January-December 2016

### **C. Council Members**

Aim: Members play a proactive role in community engagement and as a community advocate.

Lead officer/member: Wendy Lansdown and Steve Criswell

C1	Deliver the Councillors as Connectors programme: Cohort 1	August – January 2016
C2	Deliver the Councillors as Connectors programme: Cohort 2	March – July 2016
C3	Develop the Cultivating Communities small grants pilot to support Members in their work alongside local communities.	November 2015 – December 2016
C4	Deliver Members seminar sessions to share learning as the Councillors as Connectors work progresses.	September 2016 - ongoing

### **D. Our workforce**

Aim: Our workforce is equipped with the skills needed for new ways of working in the future.

Lead officer: Martin Cox

D1	Develop a revised workforce strategy to meet the requirements of the community resilience strategy.	July 2016 – December 2016
D2	Plan and deliver a programme of workforce development to equip staff with the skills they will need to work more closely alongside local communities and other local service providers.	June 2016 – June 2017
D3	Consider the fundamental way that we develop job roles so that we recruit staff with the key skills to work differently.	June 2016 – June 2017
D4	Development of a set of tools to help our staff and Members to support community capacity building.	July 2016 - December 2016

### **E. Community spaces**

Aim: We will work from buildings that are shared spaces used by our own teams alongside Partners, voluntary sector organisations and community groups. We will network with local communities and where possible deliver our services in buildings that are already well used by local people.

Lead officer: Chris Malyon

E1	Develop a network of community hubs across the county, bringing together our libraries and children's centres, and working with Partners to provide local centres of information, advice and preventative activities for local people.	Jan 2016 – Apr 2019
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### **F. Partnerships**

Aim: We will build our partnerships with the statutory sector, voluntary sector and private sector in order to define and deliver our joint ambitions for resilient communities.

Lead officer: Sarah Ferguson

F1	Develop our work with parish councils so that parish councils understand and are well placed to play a greater part in supporting their local communities as Council services reduce.	April 2016 - ongoing
F2	Work with Cambridge City Council to identify the right forum for local conversations about joint public/community sector service planning.	June – December 2016
F3	Establish an Innovation Fund for community groups and businesses	June 2016 - January

	with ideas for transformative preventative work which can enhance people's lives and impact upon our areas of highest spend.	2017
F4	Develop a shared narrative across the public sector – a shared communications plan or an agreed set of principles.	May 2016 – December 2016
F5	Develop a joint approach around buildings and services focussing on the development of community hubs.	June 2016 – March 2017
F6	Work with Cambridgeshire's Public Services Board to consider how we could develop our workforce better together.	September 2016 – ongoing
F7	Develop a systematic business engagement strategy, building on the developments arising from the Innovation Fund, and on opportunities within the implementation of a strengthened and revised Council corporate centre.	April 2017 – April 2018
F8	Alongside health partners, scope and develop a system of social prescribing and deliver resulting plan.	June 2016 – April 2018