

**COMMUNITY RESILIENCE STRATEGY**

**To:** Communities and Partnership Committee

**Meeting Date:** 15 February 2018

**From:** Sarah Ferguson: Assistant Director, Housing,  
Communities and Youth

**Electoral division(s):** All

**Forward Plan ref:** Not applicable

**Key decision:** No

**Purpose:** To provide the Communities and Partnership Committee with an update on Cambridgeshire County Council's Community Resilience Strategy, draw that Strategy to a close and offer opportunities for future ways of working.

**Recommendation:** Communities and Partnership Committee is asked to:

- a) Note the achievements of the existing Strategy.
- b) Support the development of a revised and shared Strategy between Cambridgeshire and Peterborough.

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
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## 1. BACKGROUND

- 1.1 Stronger Together (2015 – 2017) – our strategy for building resilient communities was endorsed by the General Purposes Committee (GPC) in October 2015. The full Strategy can be accessed at the following link:

<https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/council/communities-&-localism/Community%20resilience%20strategy.pdf?inline=true>

- 1.2 A framework for building community resilience was created within which decisions and actions could be taken across the whole of the Council, which supported a fundamental shift of emphasis - from a focus on need and service provision to a focus on mobilising the energies and strengths within communities.

- 1.3 The framework focused on six key areas:

- People helping people.
- Communication
- Council Members
- Our workforce
- Community spaces
- Partnerships.

- 1.4 A report on delivery against the framework was received by Committee in July 2017 and this report updates and summarises the main achievements during the lifetime of that Strategy as it draws to an end in the current form.

## 2. STRONGER TOGETHER: KEY ACHIEVEMENTS

- 2.1 **People helping people:** An increase in people helping other people within their communities.

*Achievements include:*

- The Innovate and Cultivate Fund – encouraging and enabling community action targeted at some of the council's most pressing priorities.
- Support Cambridgeshire – the commissioned service to support the voluntary sector's capacity and capabilities.
- The development of Community Resilience learning sites – for example, Barnwell where the health visitor recommends community activities to clients. Brampton with a village hub for older and disabled people, a community library, IT mentoring and a good neighbour and befriending scheme. Histon and Impington where adult social care staff train community representatives as trusted advisors for assistive technology.
- Time Credits schemes - focusing on three priorities: Older people; Skills and Employment; and Strengthening Families. During Sept-Nov 2017 volunteers worked (and earned a time credit) for a total of 5167 hours, with 55 organisations taking

part.

- Neighbourhood Cares pilots in Soham and St Ives - a new way of delivering local, community-based care for older people.
- A 3 to 1 volunteer to staff ratio across the Library Service - with 680 volunteers and 200 staff plus Friends Groups in libraries who fund raise, stage events and enable out of hours access.
- Recruitment of more Library volunteers - to provide digital assistance to others,
- particularly in anticipation of the introduction of Universal Credit applications online

**2.2 Communication:** An honest conversation between the Council and local communities, where we support citizens so they can step up to become active designers and deliverers of provision in their local community.

*Achievements include:*

- A new website for the Council with a refresh of the Council's brand and how we communicate more effectively with our communities, so that information, advice and guidance can more easily be found.
- Launch of the Community Highways Volunteering Scheme.
- A Public Health website "Be Well in Cambridgeshire" hosted on the County Council site and providing people with information about the actions they can take to remain fit and healthy.
- A revised consultation and engagement plan as approved by this Committee, so that all the Council's major decisions can be informed by the views and opinions of residents and key stakeholders.
- Regular news updates for Town and Parish Councils and Neighbourhood Forums so that they get consistent and concise information to help them in their work with local communities.

**2.3 Council members:** Members play an active role in community engagement and as community advocates.

*Achievements include:*

- Councillors as Community Connectors and Member Training programmes. Practical ways in which members can help build community capacity.
- The Communities and Partnerships Committee which provides opportunities to build on this activity through raising the profile of this work, through the development of the Area Champion roles and through working with our partners to develop our joint working.

**2.4 Our workforce:** Our workforce is equipped with the skills needed for new ways of working.

*Achievements include:*

- The development of 'placed based' working groups of officers from across the council who work in roles related to supporting resilient communities, sharing knowledge, skills and making efficient use of resource in those places.

- County Council workforce trained to support behavioural change interventions with Community members and clients to help them make healthy lifestyle choices and to initiate activities in their communities.
- County Council Workforce Health Programme which provides staff with the information and training for them to improve their lifestyles.

**2.5 Community Spaces:** We will maximise the use of our buildings as shared spaces with our own teams working alongside partners, voluntary sector organisations, community groups and volunteers. We will network with local communities and where possible deliver our services in buildings that are already well used by local people

*Achievements include:*

- A redesigned and evolving public library offer – establishing libraries as a vital asset within a community and a focal point for community action and activity.
- More than half of our thirty-two libraries share the building with other services and partners including District Councils, Children’s Services, Adult Learning and Careers Services, Citizens Advice Bureaux, Credit Unions, the Police.
- Following the Public consultation on Children’s Centres last year, work is underway to establish the new Child and Family Centre offer. This will include more services being delivered from joint use community spaces and a broader outreach offer that will establish outreach activities in more communities.
- We are working with the local Clinical Commissioning Group, Peterborough City Council and colleagues across Midwifery services to further develop community based midwifery services, linked to our Child and Family centre offer as part of the national ‘Better Births’ agenda

**2.6 Partnerships:** We will build our partnerships with the statutory, voluntary, community and private sectors to define and deliver our joint ambitions for resilient communities.

*Achievements include*

- Positive work continues to grow with parish and town councils – setting out a clear relationship between the council and the first tier of local government.
- Partnership programmes through Public Health that focus on people improving their own health – Let’s Get Moving and Healthy Fenland Fund – and work with partners across the Health System to offer a range of non-medical interventions to support healthy lifestyles.
- The creation of the Cambridgeshire and Peterborough Senior Officers Communities Network which brings together senior officers from public sector partners in Cambridgeshire and Peterborough at a strategic level to deliver against our shared ambition to build stronger self- sustaining communities.

### **3. MAIN ISSUES**

**3.1** The Council’s Community Resilience strategy described the principles by which the council would work with its communities and much has been achieved in its lifetime. Meanwhile public sector pressures and demands continue to change most notably adult social care, children’s services, homelessness services, public protection and

health services.

- 3.2 District/City Councils also focus on developing resilient communities and in most cases have their own current or 'in development' strategies and local agreements.
- 3.3 Building community capacity is a shared goal across the public sector. In addition to often delivering better outcomes, it is an underpinning driver to manage demand into more costly services. Many public sector organisations across the statutory, discretionary and voluntary sector are already doing a great deal to support and encourage community based work which is making an impact, particularly at a District/ City level. However, it is suggested that more could be done through an alignment of planning and resources at a local and Countywide level.
- 3.4 The Cambridgeshire and Peterborough Senior Officers Communities network (referred to in paragraph 2.6) creates a forum where this activity can be understood and shared across partners, and where activity can be commissioned & delivered to best meet need.
- 3.5 Early conversations between Members as well as officers at the Communities Network indicate a willingness to develop a joint Cambridgeshire and Peterborough Community Resilience Strategy with the opportunity to involve other public sector partners. This proposal will be discussed at the next meeting of the Communities Network.
- 3.6 Members are asked to support the development of a revised and joint Community Strategy for Cambridgeshire and Peterborough, subject to this proposal being supported across the wider partnership, which will be brought back at a future date to this Committee for consideration.
- 3.7 It will include a shared understanding of what defines a resilient community, with a resultant redefined public service offer emerging from it and consideration of any financial impact (for example direct cash savings, demand management or cost avoidance savings) which can be attributed to delivery against Community Resilience Strategy so as to ensure it continues to be effective in our management of our demand led services.

## **4 ALIGNMENT WITH CORPORATE PRIORITIES**

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

- Skills developed by individuals through participating in their community will help them within the workplace;
- Involving statutory and non-statutory partners in this work, such as local businesses, will ensure that all resources available to support this work can be harnessed.

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

- There is evidence that community engagement and resilience supports the adoption of a healthy lifestyle and builds engagement in health improving initiatives.

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

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

### **5. SIGNIFICANT IMPLICATIONS**

#### **5.1 Resource Implications**

- The Innovate and Cultivate Fund aims to bring about cost avoidance and reduction in council expenditure to the identified services over time. A continuation of increased community capacity and a more collaborative approach will also help to establish how we best use our property assets to achieve the most value for Cambridgeshire residents.

#### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are none to report.

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

There are none to report.

#### **5.4 Equality and Diversity Implications**

- 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 communities to help people help each other should therefore support more equal and diverse accessible provision locally;
- Some of our services will become increasingly more localised, so that we can meet local and individual need within each specific community context;
- Additional support to access the Innovate and Cultivate Fund will be provided in disadvantaged areas or those areas with less social capital.

#### **5.5 Engagement and Communications Implications**

- Successful delivery of all aspects of the recommendations will only be possible with the agreement of the Public Sector Senior Officers Communities Network and through significant community engagement and engagement with County Council staff.

#### **5.6 Localism and Local Member Involvement**

- The role of Members helps in contributing towards the success of the Council's community resilience ambitions in engaging communities and in acting as community advocates.

## 5.7 Public Health Implications

- 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;
- 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
  - Substance Misuse
  - Unhealthy lifestyles

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	Yes Name of Financial Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Satinder Sahota
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Matthew Hall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Adrian Chapman
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Val Thomas

Source Documents	Location
Cambridgeshire County Council, Community Resilience Strategy: Stronger Together	<a href="https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/council/communities-&amp;-localism/Community%20resilience%20strategy.pdf?inline=true">https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/council/communities-&amp;-localism/Community%20resilience%20strategy.pdf?inline=true</a>