

COMMUNITY RESILIENCE STRATEGY AND DELIVERY PLAN

To: General Purposes Committee

Meeting Date: 21 March 2017

From: Sue Grace, Director: Corporate and Customer Services

Christine May, Interim Service Director: Infrastructure
Management and Operations (IMO)

Theresa Leavy, Interim Director: Children's Services

Electoral division(s): All

Forward Plan ref: n/a **Key decision:** No

Purpose: To provide an update on progress with the delivery of
Cambridgeshire County Council's Community Resilience
Strategy.

Recommendation: General Purposes Committee is asked to:

- a) Note and comment upon progress with the
Community Resilience delivery plan;
- b) Note the current status of applications received for
the Cambridgeshire Communities Innovation Fund
("the Innovation Fund").

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1. 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](#). This paper is the first of the six-monthly updates on the delivery of that strategy requested by GPC.
- 1.2 It outlines progress made with the County Council's Cambridgeshire Communities Innovation Fund - established with agreement of GPC with money drawn from the Council's Transformation Fund to invest in community groups and organisations, who wish to increase community resilience, enhance the wellbeing of local people and achieve savings for the council by meeting needs better locally.
- 1.3 It summarises the officer activity and the partnership engagement that has taken place so far, and also the start being made on work to help officers develop ideas around bringing together key services for the community – focussed on the communities that need them. Work so far has been a 'desk top' exercise, looking at demographics, population predictions and service needs to develop thinking.
- 1.4 There are no proposals for change in this paper, which updates Members on officer considerations so far. Before any proposals are developed, further discussions will take place at local level with Members, parish councils, community groups and user groups and this will happen after the May 2017 elections.

2. COMMUNITY RESILIENCE STRATEGY DELIVERY PLAN PROGRESS

- 2.1 Planned activity for 2016-17 has either been successfully completed or is ongoing. Progress so far demonstrates some exciting new ways of working which are making a difference to the way we work, and to how we work with our partners, as well as to the lives of people in our communities.
- 2.2 As part of the review of corporate capacity, staff from across the council who work in roles related to supporting resilient communities, have been brought together into one team which will now take responsibility for delivering the whole community resilience strategy and action plan.
- 2.3 Within this new 'Strengthening Communities Service' we have staff delivering, or supporting, a range of statutory and non-statutory services and functions, including libraries, Trading Standards, the youth offer, and early years. Support is aimed at expanding what the service can offer, exploiting new technologies and working closer with volunteers. Examples of where this is happening already include:
 - Library at Home volunteers, helping people access all council services online but also spotting where their users need extra help;
 - Trading Standards helping local communities to create good neighbour schemes; and
 - Youth and Community Services, supporting adults to deliver activities for young people in their own local communities.

3. THE INNOVATION FUND

- 3.1 Launched at the Cambridgeshire Parish Councils' conference on 18 November 2016, the Innovation Fund is being managed on the council's behalf by Cambridgeshire Community Foundation. Proposals go to the panel of Members and officers, with expert advice provided by service leads, who can recommend next steps which might include progress to full application, advice on strengthening the proposal or signposting to alternative contacts for project or community support or suitable alternative funding for those which aren't successful.
- 3.2 The fund has received 32 outline project proposals. Nine have strongly met the criteria of the fund and are currently developing their full application which will be heard at the first quarterly selection panel in March 2017. The total sum requested from these 9 is £257,717 and the panel will be considering whether the projects meet all the criteria for the fund and where there might be further support available to enhance delivery. Appendix 1 sets out broad details of the 9 proposals expected to be received as full applications.

4. CLOSER TO OUR COMMUNITIES

- 4.1 **Community resilience learning sites:** four are underway in Barnwell, Brampton, Ely and Littleport, and Histon and Impington, where the aim is for officers to help communities create, develop and deliver activities they consider important to their community.
- 4.2 This work is already showing results with **Barnwell**, seeing the health visitor recommending community activities to clients, and the local fitness instructor linking with the youth club to promote family fitness sessions. **Brampton** who are investigating a village hub for older and disabled people with a micro library, IT mentoring, good neighbour and befriending scheme – our library staff have already trained volunteers to run their own library, opening in March 2017, using surplus stock from the council's own catalogue system along with the loan of 10 Kindle Fires to support visually impaired people. **Ely and Littleport** are making the most of the Timebank and time credit opportunities, and in **Histon and Impington** adult social care staff are to train community representatives as trusted advisors for assistive technology.
- 4.3 **Neighbourhood Cares:** A new way of delivering local, community-based care for older people in two areas of Cambridgeshire will be piloted in the coming year through adult social care.
- 4.4 **Time Credits:** Our time credits work won a national MJ (management journal for local authority business) award for Excellence in Community Engagement. We've expanded the scheme to include Cambridge, Ely & Littleport, March, St Neots, Huntingdon, March & Chatteris as well as the forerunner in Wisbech. This means an additional 25,000 hours of volunteer time is being given by 1500 individuals in 70 organisations and teams. 49% of time credits members were not regular volunteers before.
- 4.5 **Support Cambridgeshire:** Support Cambridgeshire is a new partnership of the Hunts Forum of Voluntary Organisations, Cambridgeshire Council for Voluntary Services and Cambridgeshire ACRE (Action with Communities in Rural England). It has been commissioned to build the capacity of Cambridgeshire's community groups, voluntary organisations and parish and town councils.

- 4.6 **A stronger local focus for our services:** It is important for families to know where and when they can access the services they need as easily as possible.
- 4.7 Minimising the number of different places they have to visit to get all their needs met is crucial to this, especially for our most vulnerable children and families who may be receiving support from a number of agencies. This has led the council to look closely at the needs for the future provision of children's centres.
- 4.8 To complement and support this work, officers have also begun to draw together ideas around how Cambridgeshire County Council might develop a network of community hubs and 'pop up services' across the county to bring our universal, customer facing services together, siting them in the heart of communities who need them based on demographic and needs analysis data.
- 4.9 Early thinking is that these 'hubs' could combine with other public and voluntary sector services, where possible, and would be a place in the community where people can access the widest range of information, advice and support – building on the strengths of libraries as safe, trusted and neutral places used by people of all ages and abilities. This thinking is in line with the [Department for Culture Media and Sport's Ambition for Libraries Strategy](#).
- 4.10 The council may then use hubs to complement its website and contact centre, making hubs the first point of contact for face to face service, assisting people to make digital transactions, providing information and being a focus for community development and volunteering.
- 4.11 As part of this thinking we have been looking at how we could develop a Child and Family Centre offer, evolving from the current Children's Centre offer, to cover the 0-19 age range with a particular focus on families with identified vulnerabilities. We think this offer could be delivered from child and family centre buildings that work alongside the delivery from community hubs and 'pop-up' services.
- 4.12 To help shape their thinking, officers have undertaken desk top analysis to consider, if this approach were to be taken forward, where these hubs and centres might best be located. Some outline discussions have been held with Members, partners and local community groups to share initial thinking and find out how best we can engage with them in the future.
- 4.13 All work to date has been about developing ideas – there are no firm proposals as yet for the location or number of community hubs or child and family centres and, should Members agree to this work continuing, the way these facilities are developed, how many there should be and where they should be sited, will come out of discussions with local people, users of our service and elected Members.
- 4.14 Officers intend to resume partner engagement in May 2017 so that the potential and appetite to share services can be more fully discussed – at local level with Members, parish councils, community groups and user groups. All of this information and feedback would then be used to inform proposals for public consultation resulting in a final business case for agreement by County Council committees in Autumn 2017.
- 4.15 While the drivers behind this work are mainly around improving the offer to the most vulnerable people in our community – children, families, older people and adults with

disabilities – and maintaining or even enhancing services in the light of growing demand, the council also has to factor into any considerations for change and development the need to deliver savings previously agreed by Members for 2018/19, including a target for the library service (Business Plan Ref: B/R6.208/209) and for children's services (Business Plan Ref A/R 6.224) in 2018/19.

5. PARTNERSHIPS

- 5.1 **Parish Council Conference:** Our first countywide parish council conference 'Stronger Together' was held in November 2016 and attended by 160 people. It was organised by a working group comprising of Cambridgeshire ACRE (Action with Communities in Rural England), CaPALC (Cambridgeshire and Peterborough Association of Local Councils), SLCC (Society of Local Council Clerks), parish councillors, clerks, district councils and the County Council. Nine projects were showcased by parish councils in the workshops and 85 ideas were shared between participants. Feedback showed that 94% of people would attend again. The group is now planning peer learning sessions for parish councils to continue to showcase their good work
- 5.2 **New connections:** Recognising we are just contributors to building community resilience, we have started early conversations with new, potential future partners including faith group representatives, who already do so much in many of our communities, and business representatives who are interested in making the most of their corporate social responsibility.
- 5.3 **Countywide Community Partnership Board:** the inaugural meeting brought together public sector partners in Cambridgeshire to drive our shared ambitions in relation to community resilience. The network will maximise opportunities to collaborate, seeking countywide and local opportunities to jointly commission, and pooling resources and expertise where it makes sense to do so.

6. MEMBER SEMINAR/MEMBER ENGAGEMENT

- 6.1 A 'Councillors as Community Connectors' programme has been created and delivered by the Member Champion for Localism alongside the Community Engagement team. Two cohorts of the programme have been run with 29 Councillors engaged with one or more sessions.
- 6.2 The programme has focussed on practical ways that Members can help to build community capacity within their divisions, and already there have been some brilliant examples of this. In **Warboys and Upwood** the Member worked with parish councils to support the creation of the Warboys Timebank. In **Melbourn**, the Councillor encouraged the local school to apply to the Cultivating Communities fund to set up an Edible Garden project, which is a continuing success.

7. ALIGNMENT WITH CORPORATE PRIORITIES

- 7.1 **Developing the local economy for the benefit of all**
The following bullet points set out details of implications identified by officers:
- 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.

7.2 Helping people live healthy and independent lives

The following sets out implications identified by officers:

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

7.3 Supporting and protecting vulnerable people

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

- 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.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

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

- The Innovation Fund is council investment intended to bring savings to the council over time. When the Innovation Fund is allocated to projects there should be a plan as to how the savings will be made and which budgets will be reduced. The strategy will help to establish how we best use our property assets to achieve the most value for Cambridgeshire residents.

8.2 Statutory, Risk and Legal Implications

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

- There is 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 LGSS Law Ltd to ensure that any relevant legal implications have been addressed.

8.3 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 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 Innovation Fund will be provided in disadvantaged areas or those with less social capital.

8.4 Engagement and Consultation Implications

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 and engagement with our partners and with County Council staff.

8.5 Localism and Local Member Involvement

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

- 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. Since community resilience is an integral part of the council's new business planning model and service delivery plans, all County Councillors will be informed and supported to be able to operate in a way that supports resilient communities, as reflected in the latest approved Member's role description.

8.6 Public Health Implications

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;
- 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: Sue Grace
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Christine Birchall
Are there any Localism and Local Member involvement issues?	Yes Name: Cllr Criswell, Localism Champion
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

SOURCE DOCUMENTS GUIDANCE

Source Documents	Location
NICE Guidelines NG44 Community Engagement	https://www.nice.org.uk/guidance/NG44
JSNAs	http://www.cambridgeshireinsight.org.uk/jsna
Stronger Together Strategy for building resilient communities	http://www.cambridgeshire.gov.uk/download/downloads/id/4176/community_resilience_strategy.pdf

Appendix 1 – Innovation Fund applications

The nine projects that have progressed to phase two of the application process are as follows:

Target area	Objective	Target beneficiaries
Countywide (initially Ramsey, Ely, Shelford, Melbourn, Wisbech and Cambridge)	To develop and deliver carer friendly community hubs alongside the Council's community hubs programme.	Carers (in particular carers over 80).
Countywide	To expand timebanks across the county, in particular targeting older or socially isolated people.	Local residents, in particular older people, the socially isolated, people with mental health issues, young parents.
Countywide (Ramsey, St Neots, Ely, March and Wisbech, Cambridge City and South Cambridgeshire)	To expand the provision of support services for families with disabled children.	Families with children who have additional needs, disabilities and life limiting conditions.
Cambridge City	To support older or vulnerable people across the city through using volunteer runners.	Older people.
East Cambridgeshire	To help residents to set up new community groups which focus on health and wellbeing.	Vulnerable people with general health issues.
Huntingdonshire	To support the development of a village hub.	Local residents, in particular people who are lonely, vulnerable or nearing crisis.
Huntingdonshire	To provide community care for older and vulnerable people in the parish.	Older and vulnerable people.
Huntingdonshire	To provide support and activities for people with neurological conditions in the parish.	People with multiple disabilities.
Huntingdonshire	To train, support and mentor young adults with learning difficulties/disabilities to progress towards voluntary, supported, paid or self-employment.	People with learning difficulties.