

COMMUNITY RESILIENCE STRATEGY AND DELIVERY PLAN

To: Communities and Partnerships Committee

Meeting Date: 6 July 2017

From: Councillor Steve Criswell: Chairman Communities and Partnership Committee

Sue Grace: Director Corporate and Customer Services

Electoral division(s): All

Forward Plan ref: N/A

**Key decision:
No**

Purpose: To provide an update on progress with the delivery of Stronger Together, Cambridgeshire County Council's Strategy for Building Resilient Communities.

Recommendation: Communities and Partnership Committee is asked to:

- a) Note the achievements to date from the delivery of Stronger Together;**
- b) Identify priorities for the future delivery this strategy.**

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1. BACKGROUND

- 1.1 Stronger Together – 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/residents/working-together-children-families-and-adults/Community%20resilience%20strategy.pdf?inline=true>

- 1.2 Our vision for building resilient communities is for a stronger future for our communities where strengths are recognised and where people can easily find the information and advice they need to be happy and healthy citizens. Cambridgeshire will be a place where people are part of well-networked communities and where they get the right help to play an active role within their neighbourhoods.
- 1.3 This report summarises the officer activity and the partnership engagement that has taken place so far.

2. STRONGER TOGETHER: DELIVERY PLAN PROGRESS

- 2.1 If we are to be successful with this Strategy there needs to be a fundamental shift of emphasis from a focus on need and service provision to a focus on mobilising the energies and strengths within communities to improve people's lives thus reducing need. To help us to plan our activity we set out a framework within which decisions and actions could be taken. This framework focuses on the following key themes:

At the heart of the Strategy is,

- People helping people;

This is supported by,

- Communication;
- Council Members;
- Our workforce;
- Community spaces;
- Partnerships.

- 2.2 The following sections of this report highlights some of the work we have achieved to date and invites members of the committee to reflect on our future actions and priorities for the coming year.

3. People Helping People

- 3.1 *Aim*

An increase in people helping other people within their communities.

3.2 *Success to date*

- The establishment of Support Cambridgeshire a new partnership of the Hunts Forum of Voluntary Organisations, Cambridgeshire Council for Voluntary Services and Cambridgeshire ACRE (Action with Communities in Rural England) commissioned to build the capacity of Cambridgeshire's community groups, voluntary organisations and Parish and Town Councils;
- The development of Community Resilience learning sites. Examples include Barnwell where the health visitor recommends community activities to clients and the local fitness instructor links with the youth club to promote family fitness sessions. 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;
- Continuing work with Time Credits, which won a national MJ (Management Journal for local authority business) award for Excellence in Community Engagement in 2016. The scheme has been expanded to include Cambridge, Ely & Littleport, St Neots, Huntingdon, March & Chatteris as well as the forerunner in Wisbech;
- Innovation Fund launched in November 2016 to support capacity building and the development of innovative solutions to local needs delivered by local people and voluntary sector and community groups.
- A 3 to 1 volunteer to staff ratio with 680 volunteers and 200 staff across the Library Service plus Friends Groups in libraries who fund raise, stage events and enable out of hours access;
- A range of healthy lifestyle initiatives that are organised and run by local communities.

3.3 *Future Actions*

- 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;
- Recruitment of more Library volunteers to provide digital assistance to others, particularly in anticipation of the introduction of Universal Credit applications online

4. **Communication**

4.1 *Aim*

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.

4.2 *Success to date*

- The refresh of the Council's brand, with a focus on our brand values and how we communicate more effectively with our communities;
- The development and launch of a new website for the Council so that information, advice and guidance can more easily be found;

- The development and launch of a new intranet for Council employees so support for working with communities will be easier to find and so employees can share ideas about their work with communities;
- Launch of the Community Highways Volunteering Scheme.

4.3. *Future Actions*

- Improvements to the content of our website and intranet to ensure it is relevant and up to date;
- The launch of the 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;
- Working with partners to improve access to community networks and support via our website;
- A revised consultation and engagement plan, which is being discussed in this Committee, so that all the Council’s major decisions can be informed by the views and opinions of residents and key stakeholders;
- Development of the campaigns plan for the Council including celebrating the activity within communities;
- Planned engagement with service users and communities in relation to changes in Libraries and Children’s Centres, so that the models for the future are co-designed with them and include greater community participation;
- Improved use of insight and market segmentation tools so that we can better target information to those who will benefit from it most;
- Development of regular news updates for key audiences such as Town and Parish Councils and Neighbourhood Forums so that they get consistent and concise information to help them in their work with local communities.

5. **Council Members**

5.1 *Aim*

Members play an active role in community engagement and as community advocates.

5.2 *Success to date*

- Councillors as Community Connectors’ programme focussed on practical ways that Members can help to build community capacity within their divisions. Examples, in Warboys and Upwood where the Member worked with Parish Councils to support the creation of the Warboys Timebank. In Melbourn where 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.

5.3 *Future Actions*

- The development of the Communities and Partnerships Committee which will provide 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.

6 Our Workforce

6.1 *Aim*

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

6.2 *Success to date*

- 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, the Strengthening Communities Service, which will now take responsibility for delivering the Community Resilience strategy and Action Plan.
- This service aims to expand what it can offer, exploiting new technologies and working more closely with volunteers. Examples include Library at Home volunteers, helping people access 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.
- 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.

6.3 *Future Actions*

- Considering how our workforce structures can be aligned to community based models of delivery with officers championing community-based provision and proactively linking with local partners around a defined understanding of the strengths and needs of the communities that they serve;
- Staff development that will include skills to help others problem solve and find solutions to local needs;
- Investment in training and development to ensure the digital proficiency of our workforce.

7 Community Spaces

7.1 *Aim*

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.

7.2 *Success to date*

- More than half of our thirty-two libraries share the building with other services and partners and there are plans to increase this way of working. In addition the Service has opened three micro libraries within community buildings;
- Partners delivering services from library spaces include District Councils, Children's Services, Adult Learning and Careers Services, Citizens Advice Bureaux, Credit Unions, the Police;
- Libraries also provide a Public Health Resources where users can access information about how they can improve their health;
- Children's Centre services are now delivered out of 120 additional locations on top of the original 40 designated buildings. These are in a variety of community buildings that have been identified in partnership with local families including health centres, sports centres, libraries and village halls.
- Midwifery services including clinics and antenatal classes are now routinely delivered from our Children's Centres, with all community midwives from Addenbrookes now based from our centres.

7.3 *Future Actions*

- There are plans to increase the number of library buildings sharing space with Children's Services and District Council services. Plans for the future envisage joined up community facilities in areas of growth and in new towns.
- A Public Consultation on the future development of Cambridgeshire Children's Centres this summer will include a priority theme of making the best use of our buildings and building on community capacity.

8 **Partnerships**

8.1 *Aim*

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

8.2 *Success to date*

- Our first countywide parish council conference 'Stronger Together' held in November 2016 and attended by one hundred and sixty people. 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;
- Early conversations with new, potential future partners including faith group representatives and business representatives who are interested in making the most of their corporate social responsibility;
- 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;

- Countywide Community Partnership Board that brings together senior officers from 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 aligning resources and expertise where it makes sense to do so.

8.3 *Future Actions*

- Peer learning sessions for Parish Councils to continue to showcase their good work;

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 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.

9.2 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.

9.3 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.

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

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

- The Innovation Fund is council investment intended to contribute to cost avoidance and reduction in council expenditure on some services over time. When the Innovation Fund is allocated to projects where appropriate there will be a plan to show how the savings will be made and which budgets will be reduced. This strategy will also help to establish how we best use our property assets to achieve the most value for Cambridgeshire residents.

10.2 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.

10.3 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 areas with less social capital.

10.4 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.

10.5 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 and through the establishment of the Communities and Partnership committee.

10.6 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: Chris Malyon
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, Chairman of Communities and Partnership Committee
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
<p>NICE Guidelines NG44 Community Engagement</p> <p>JSNAs</p> <p>Stronger Together Strategy for building resilient communities</p>	<p>https://www.nice.org.uk/guidance/NG44</p> <p>http://www.cambridgeshireinsight.org.uk/jsna</p> <p>http://www.cambridgeshire.gov.uk/download/downloads/id/4176/community_resilience_strategy.pdf</p> <p>https://ccc-live.storage.googleapis.com/upload/www.cambridgeshire.gov.uk/residents/working-together-children-families-and-adults/Community%20resilience%20strategy.pdf?inline=true</p>