

COMMUNITY RESILIENCE – THE THINK COMMUNITIES STRATEGY

To: **Communities and Partnership Committee**

Meeting Date: **27 September 2018**

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

Electoral division(s): **All**

Forward Plan ref: **2018/052** *Key decision:* **Yes**

Purpose: To share the single shared partnership approach to community resilience by Cambridgeshire and Peterborough partners.

Recommendation: To agree the Think Communities Partnership shared approach (Appendix One)

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Elaine Matthews Post: Strengthening Communities Manager Email: Elaine.Matthews@cambridgeshire.gov.uk Tel: 01223 706385	Name: Cllr Steve Criswell Post: Chairman Email: Steve.Criswell@cambridgeshire.gov.uk Tel: 01223 706385 01487 740745

1.0	BACKGROUND
1.1	The Communities and Partnership Committee agreed on 15 th February 2018 to support the development of a revised Community Resilience strategy for Cambridgeshire and Peterborough with our partners.
1.2	A further paper on Community Resilience presented to Committee on 31 st May resulted in agreement of a set of principles and intended outcomes for a shared strategy and approach which officers used to shape discussions with a range of public sector partners.
1.3	In addition to exploring the shared approach described in this paper, officers are working on County Council specific activities connected to community resilience, including those mentioned in paragraph 2.6 and delivering those priorities identified in the Communities and Partnership Committee Delivery Plan agreed by Committee on 17 th April 2018.
2.0	MAIN ISSUES
2.1	<p>The outcome of the exploratory discussions between officers mentioned in 1.1 and 1.2 is the draft single shared approach to community resilience called 'Think Communities'. It has been developed collaboratively between eight partners - Cambridgeshire County Council, Peterborough City Council, Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, South Cambridgeshire District Council and Cambridgeshire Police.</p> <p>The document is designed to provide a framework to achieve coordination, and will be iterative - as progress is made or more partners are identified, the approach and document will be adapted. Informal agreement in principle to the proposed approach has been achieved via the Senior Officers Communities Network from other key partners, including the Clinical Commissioning Group and the Fire Service, and more detailed discussions are already underway with the Local Wellbeing Partnerships.</p> <p>It is proposed that governance and oversight to the approach will be through the Senior Officers Communities Network, with Network partners contributing to further iterations.</p>
2.2	<p>The agreed collective vision and priorities of this shared approach focus on People, Places and System change.</p> <p>The collective approach is to be fully aligned and to collaborate where it makes sense and there is agreement to do so. This will allow each partner to work independently and specialise in their own areas of service delivery and expertise, as well as with a shared approach which is compatible and consistent, enabling joint projects to still happen.</p> <p>The proposed priorities based on People, Places and System include :</p> <ul style="list-style-type: none"> - Taking a shared approach to work in areas of high risk and vulnerability - Understanding and removing barriers for community led activity - Building capacity for communities to work together for the benefit of all our services

	<ul style="list-style-type: none"> - New Communities and growth areas and hidden communities are priorities for all of us and could benefit from a shared approach - Introducing system changes, taking a broader view to recognise the complexities and allow multi agency conversations with communities - Supporting communities to develop and deliver their own priorities which will address our needs to reduce, delay or prevent the need for costly public service involvement and which may include and go beyond public sector plans
2.4	The next steps are for each of the eight partners to discuss and agree the draft shared approach via their own governance arrangements, and members of the Communities and Partnership Committee are therefore asked to consider and agree the document shown at Appendix One.
2.5	Once agreed, officers will work together on developing a shared action plan, collate examples of good practice and report back to the Cambridgeshire and Peterborough Senior Officers Communities Network meeting in November.
2.6	<p>Officers in the County Council are continuing to progress with activities which meet the demands of our communities and Council services and are in line with the Think Communities themes. Examples include:</p> <p>People</p> <ul style="list-style-type: none"> • Encouraging and supporting Timebanks and Time Credit schemes, locally led No Cold Calling Zones and other community action which supports vulnerable residents • Piloting a community-led approach to supporting and tailoring services in Soham to best meet local needs and harness the strengths in the community through the Library and Neighbourhood Cares pilot <p>Places</p> <ul style="list-style-type: none"> • Continuing to build and profile our work with Town and Parish Councils to accelerate the way we can work together on local priorities and provide support through the Local Council Development Plan • Increasing the ways in which we work with Parishes and local volunteer groups to jointly fund and deliver some Highways maintenance activity <p>System</p> <ul style="list-style-type: none"> • Work in progress to enhance the impact of the Innovate and Cultivate Fund, focusing on successful demand management initiatives or interventions (further detail in the Innovate and Cultivate paper coming to Committee in September, and paragraph 2.6 also refers) • Providing community and voluntary groups with access to a self-service funding portal as part of the Support Cambridgeshire offer
2.7	The new vision and strategy for the Cambridgeshire Libraries Service is to develop the role of libraries as hubs in their communities: as places where communities can come together, as centres for volunteering, as the 'go to' place for information and early help

	<p>and support, and as a base for public sector workers to touch down and meet people in the locality.</p> <p>Increasingly we want local communities to take a more active role in tailoring local services to meet their needs, and in delivering activities themselves from their local hub. Early examples of this approach are involving local people in selecting cultural activities and helping to run events in libraries as part of the Arts Council funded <i>The Library Presents</i>’ programme across the county, and the Soham Library pilot looking at how to tailor and co-design services with the local community and local partners.</p> <p>The Service is working to embody the <i>Think Communities</i> principles in terms of its role and the way it works with partners and communities.</p>
3.0	ALIGNMENT WITH CORPORATE PRIORITIES
3.1	<p>Developing the local economy for the benefit of all</p> <ul style="list-style-type: none"> • Skills developed by individuals through participating in their community will help them within the workplace • Involving statutory and non-statutory partners in this work will ensure that all resources available can be harnessed
3.2	<p>Helping people live healthy and independent lives</p> <ul style="list-style-type: none"> • There is evidence that community engagement and resilience supports the adoption of a healthy lifestyle and builds engagement in health-improving initiatives
3.3	<p>Supporting and Protecting Vulnerable People</p> <ul style="list-style-type: none"> • 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
4.0	SIGNIFICANT IMPLICATIONS
4.1	Resource Implications.
	<ul style="list-style-type: none"> • A continuation of increased community capacity and a more collaborative approach will help to establish how we best use our assets to achieve the most value for Cambridgeshire residents • The Innovate and Cultivate Fund aims to bring about cost avoidance and reduction in council expenditure to the identified services over time

4.2	Procurement/Contractual/Council Contract Procedure Rules Implications
	There are no Procurement implications as this is an action plan/strategy to create a shared vision and approach for building community resilience.
4.3	Statutory, Legal and Risk Implications
	<i>[input awaited]</i>
4.4	Equality and Diversity Implications
	<ul style="list-style-type: none"> • 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 is provided in disadvantaged areas or those areas with less social capital
4.5	Engagement and Communications Implications
	<ul style="list-style-type: none"> • Successful development and delivery of a shared single approach for Cambridgeshire and Peterborough will only be possible with the agreement of the Public Sector Senior Officers Communities Network, District Councils and other partners' governing bodies and through significant community engagement and engagement with County Council staff
4.6	Localism and Local Member Involvement
	<ul style="list-style-type: none"> • 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
4.7	Public Health Implications
	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Long term conditions ○ New communities ○ Homelessness and at risk of homelessness ○ Vulnerable children and adults ○ Carers ○ Older people's mental health

	<ul style="list-style-type: none"> ○ Substance Misuse ○ Unhealthy lifestyles
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Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes or No Name of Legal Officer: <i>response awaited</i>
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Val Thomas

Source Documents	Location
<i>None</i>	

Developed in collaboration by: Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, South Cambridgeshire District Council, and Cambridgeshire Constabulary.

Think Communities

Creating a shared vision, approach and priorities for building Community Resilience across Cambridgeshire and Peterborough partner organisations.

Our vision

- ❖ **People:** Resilient communities across Cambridgeshire and Peterborough where people can feel safe, connected and able to help themselves and each other.
- ❖ **Places:** New and established communities that are integrated, possess a sense of place, and which support the resilience of their residents.
- ❖ **System:** A system wide approach in which partners listen, engage and align with communities and with each other, to deliver public service and support community-led activity.

Our pledge

The **Think Communities** partners will work together to:-

- ❖ Empower and enable communities to support themselves and encouraging community-led solutions and intervention. *(People)*
- ❖ Work with communities to harness their local capacity targeted towards those in the community requiring the most help. *(Places)*
- ❖ Support active, healthy communities to play a clear and evidenced role in improving people's lives, thereby preventing, reducing or delaying the need for more intrusive and costly public services. *(Places)*
- ❖ Align resources to create multi-agency support which can flexibly meet the changing needs of our communities. *(Systems)*
- ❖ Be prepared to be experimental in our approach, in order to deliver individual local solutions and support ideas that can be replicated. *(Systems)*

Our approach

Our intention is to be fully aligned and to collaborate where it makes sense and there is agreement to do so.

A consistency of approach will enable communities to have a single conversation with **Think Communities** partners focussed on local priorities. **Think Communities** partners will provide support and resources to enable communities to decide how they wish to deliver their local priorities.

Working in an aligned way will enable each **Think Communities** partner to still specialise in their own areas of service delivery and expertise, to work independently or with a shared approach across the partnership, which is compatible and consistent, enabling joint projects to still happen.

Think Communities will take a People, Places, System approach to building resilience and supporting communities.

Figure 1 - A People, Places, System approach to Think Communities



Our Strategic Priorities and Actions

	Priority Area	Example Action
Priority 1:	Communities are connected and work together toward shared goals.	Develop a joined up, multi-agency campaign to promote the different ways vulnerable people and high-risk communities can be supported by community-led activity.
Priority 2:	Take a place-based approach to service design and delivery of services.	Identify key communities where a place-based approach in keeping with the Think Communities vision can be piloted
Priority 3:	Communities feel they are supported to help themselves.	Development of a shared toolkit which will offer access to consistent levels of support to community groups and organisations across Cambridgeshire and Peterborough.

An agreed and measurable Action Plan will complement the **Think Communities** partnership agreement