

COMMUNITIES AND PARTNERSHIPS COMMITTEE DELIVERY PLAN

To: **Communities & Partnerships Committee**

Meeting Date: **17 April 2018**

From: **Adrian Chapman, Service Director: Communities and Safety**

Electoral division(s): **All**

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

Purpose: **To provide Members with a proposed delivery plan for the Committee to ensure it achieves the best outcomes for our communities.**

Recommendation: **The Committee are asked to consider and approve:**

(a) the proposed delivery plan and

(b) proposed agenda forward plan.

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

- 1.1 The Communities & Partnership Committee held its first meeting in July 2017. Between then and today the Committee has held a series of both formal Committee meetings and development workshops, to establish itself as an ambitious, cross-cutting Committee capable of effecting positive change with and for Communities, as well as supporting the Council to deliver the right services within the context of the demand and financial challenges we face.
- 1.2 This report describes the culmination of the Committee meetings and development workshops in the format of a proposed delivery plan for the next two years.

2. MAIN CONTEXT

- 2.1 The Communities and Partnerships Committee is a new Committee established in the current municipal year. It was created in recognition of the importance of the role of effective, meaningful partnership working, and of the value that can be generated through effective and relevant community engagement activity.
- 2.2 Although the Committee has a number of service responsibilities (for example, for community safety and adult skills), one of its key areas of focus is to support all other service committees to deliver their own outcomes in the context of a challenged public sector economy. For example, in adult social care, demand for services is forecast to continue to grow, resulting in significant increases in costs. The Communities and Partnerships Committee can support the Adults Committee to better meet this demand, but also mitigate and reduce it through supporting the development of community-led services that may prevent service users from needing more expensive care packages.
- 2.3 The Committee aims to become the centre of excellence for the Council for all matters associated with community resilience and engagement activity, and for supporting and enabling partnerships to be as effective as possible. Its aim is to be the funnel through which engagement with many of our key partners can be facilitated on behalf of the organisation, for example, collaboration with the Combined Authority or with the District Councils.
- 2.4 As part of its formative development, the Chairman, Vice Chairman and lead Director met with their equivalents of the other people-focussed service committees to discuss and agree areas where support may be helpful or necessary (for example, helping to reduce the number of children looked after or to increase the number of carers).
- 2.5 The Committee is also leading the work of the Area Champions, whose role is to share and promote opportunities, initiatives and workstreams that could have a positive impact on an area. Monthly development meetings have been taking place with the Area Champions, providing an opportunity to discuss and develop their roles, and to agree and support their priorities.

- 2.6 As previously mentioned, the Committee has also held a series of development workshops for Members, to help develop their knowledge and understanding of the key themes, and to help inform the development of their priorities.
- 2.7 Summarised below is the list of development workshops organised since July 2017:

Date	Description
16 May 2017	Corporate Induction
16 June 2017	Councillors as Community Connectors
20 June 2017	Devolution & Partnership Working
30 June 2017	Local Government Finance
28 Sept 2017	Workshop focused around defining the work of the Communities & Partnerships Committee (<i>held in Wisbech</i>)
26 October 2017	Workshop focused on Business Plan Consultation
21 Nov 2017	Local Government Finance
30 Nov 2017	Training Seminar: <ul style="list-style-type: none"> • Combined Authority • Budget Focus Group Feedback • Finance Deep Dive • Community Safety Self-Assessment
24 January 2018	Workshop focused on Adult Skills
15 March 2018	Workshop focused on: <ul style="list-style-type: none"> • Libraries • Draft Delivery Plan

- 2.8 This combination of formal Committee meetings, Committee development workshops, meeting the other service committees, and the discussions with the Area Champions has led to the identification of four core priority themes that it is proposed the Committee focuses on to ensure it has maximum impact on the most pressing priorities for the Council.
- 2.9 The four priority themes are as follows:

2.9.1 **PRIORITY 1: BUILDING AND SUSTAINING COMMUNITY RESILIENCE**

We will know if we are achieving this priority because:

- Communities across Cambridgeshire will be proud, confident and self-reliant as far

- as possible
- Communities will possess a sense of place and belonging, and will help themselves and each other
- Communities will play a clear and evidenced role in managing and reducing demand for more costly services
- Services delivered with and for communities will achieve better outcomes and/or reduce costs
- Capacity within communities will be harnessed and targeted towards the county's most challenging needs

2.9.2 PRIORITY 2: TACKLING DEPRIVATION

We will know if we are achieving this priority because:

- We will have a collective understanding across the public sector of the causes and effects of deprivation across Cambridgeshire, and how it impacts on the Council, our partners and within our communities
- There will be new and innovative approaches to mitigating the consequences of deprivation
- The gap between the most deprived and least deprived communities will be closed to an agreed level
- The significant effects of deprivation, including those affecting health, employment and crime, will be mitigated

2.9.3 PRIORITY 3: ECONOMY AND SKILLS

We will know if we are achieving this priority because:

- We will have an ambitious, relevant and aspirational adult skills offer in close partnership with the Combined Authority, that provides opportunity for raising attainment, aspiration and earnings potential and reduces reliance on welfare benefits
- Academic and vocational adult learning outcomes will be improved
- There will be increased external investment into the Council's adult skills service, expanding our offer to more communities and employers
- There will be increased business start-ups

2.9.4 PRIORITY 4: PARTNERSHIP WORKING

We will know if we are achieving this priority because:

- We will have powerful, meaningful and relevant partnerships, both for agreeing strategy and policy and for delivering services in new and innovative ways
- Partnerships will focus on shared outcomes rather than organisational or individual issues
- Partnerships will create systems and ways of working that manage and reduce demand
- Partnerships will pool resource, capacity, ideas and intelligence to achieve the best outcomes for our communities

- 2.10 Many of the outcomes described above will be achieved in the medium to long term, but the Committee is rightly keen to make a difference across its priority themes as quickly as possible. To achieve this, the proposed Delivery Plan **at appendix 1** has been developed to focus the work of the Committee over the next two years. The delivery plan will be iterative in that it will need to change and adapt as actions are taken forward to respond to influences, opportunities and challenges that cannot yet be foreseen.
- 2.11 The proposed delivery plan sets out the actions beneath each priority theme, the officer responsible for leading its delivery, the date from which that action will commence and the date when we expect it to be completed (or, in the case of actions with a May 2020 end date, the point at which progress will be reviewed), the resources required to achieve the action, the key risks and outputs associated with the action, and the route via which the decision required for each action will be made.
- 2.12 Attached at appendix 2 is the resultant forward agenda plan for the Committee based on the actions contained within the proposed delivery plan. In order to maintain appropriate pace and to make a difference across the priority themes as swiftly and sustainably as possible, it is vital that the Committee considers progress at frequent intervals and makes the appropriate decisions required to maintain momentum. The proposed forward plan comprises both formal Committee meetings (where a formal review of progress or a formal decision is required) and development workshops (where a discussion with officers is required to help steer progress towards delivering against actions).
- 2.13 As with the proposed delivery plan, the forward plan needs to be considered as an iterative document and may need to change throughout the year.
- 2.14 If the proposed delivery plan is approved, more detailed officer-led action plans will be developed where necessary, alongside a performance framework that will be reported back to Committee throughout the year to ensure progress is on track and to help identify and unblock any issues.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

The proposed delivery plan for the Committee is centred on supporting the resilience, wellbeing and economic capacity of communities across Cambridgeshire. There are a number of specific actions relating to this ambition (for example, those relating to adult skills), as well as a number of actions that support this ambition indirectly (for example, those which enable volunteering opportunities).

3.2 Helping people live healthy and independent lives

The Committee's ambition is to create resilient, self-reliant communities with a strong sense of place and belonging. The delivery plan supports this ambition, through both direct and indirect actions.

3.3 Supporting and protecting vulnerable people

The Committee's role in supporting other service committees to manage and reduce demand for their services is vital, both from a cost effectiveness perspective but also to ensure that the most vulnerable and at-risk residents can access the right services as swiftly as possible. The Committee is also focused on developing alternatives to statutory services where possible and appropriate, including those for vulnerable residents.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

It is anticipated that the majority of actions contained within the Delivery Plan can be delivered via existing resources.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this priority.

4.3 Statutory, Legal and Risk Implications

There are no significant implications for this priority.

4.4 Equality and Diversity Implications

There are no significant implications for this priority.

4.5 Engagement and Communications Implications

Engaging with our communities is a fundamental role of this Committee, and the Delivery Plan's focus is on how to achieve that with resultant meaningful outcomes.

4.6 Localism and Local Member Involvement

The Delivery Plan is built on the principles of Localism, and the role of local Members and the role of the Area Champions will be vital in its successful delivery.

4.7 Public Health Implications

There are no significant implications for this priority.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Procurement Officer: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: : Satinder Sahota
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: Christine Birchall
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

Source Documents	Location
<i>None</i>	