

Agenda Item No: 5

**COMMUNITY RESILIENCE STRATEGY PRINCIPLES / WORKING WITH THE
CAMBRIDGESHIRE COUNTY COUNCIL (CCC) SERVICE COMMITTEES**

To: **Communities and Partnership Committee**

Meeting Date: **31 May 2018**

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

Electoral division(s): **All**

Forward Plan ref: **Not applicable** *Key decision:* **No**

Purpose: **To establish and agree the principles of community resilience to inform the development of a new strategy, with a particular focus on aligning delivery and support for CCC service committees.**

Recommendation:

- a) To note and comment on the progress of the Community Resilience objective within the Communities and Partnership Committee delivery plan.**
- b) To identify and agree additional ways for the Committee to focus its community resilience work on supporting service committees.**
- c) To agree the principles of community resilience in order to inform the development of the new strategy which will be presented to the Committee in July 2018.**

<i>Officer contact:</i>	<i>Member contacts:</i>
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1.0	BACKGROUND
1.1	The formation of the Communities and Partnership Committee in July 2017 has enabled a greater focus to be applied to the importance of the role of effective, meaningful partnership working, of the value that can be generated through effective and relevant community engagement activity, and the positive impact that can be achieved as a result across council services including those covered by Adults, Children and Young People and Health Committees.
1.2	<p>This cross cutting impact was more recently directly referred to in the Communities and Partnership Committee Delivery Plan paper agreed on 17 April 2018, which sets out one of its key areas of focus to ‘support all other service committees to deliver their own outcomes in the context of a challenged public sector economy’.</p> <ul style="list-style-type: none"> • In Adult Services the demand for service is continuing to increase, especially but not exclusively in relation to the ageing population. Through early help we are able to constrain this demand and reduce the proportion of over 85 year olds in service. The other significant area of pressure in Adult Services relates to learning disability where we continue to see greater complexity of needs and people living into later life and so requiring care for longer. • In Children’s Services one of the key demand pressures relates to the numbers of children in care, which have been rising nationally over recent years creating significant pressure on budgets for care placements. Savings will be delivered in a number of ways including work by officers, members and communities to significantly increase the number of in-house fostering placements. • For Health committee, key to reducing cost pressures across the system is ensuring communities are engaged with the Integrated Lifestyles service, engagement with National Health Service (NHS) health checks and smoking cessation services as appropriate.
1.3	The Communities and Partnership Committee Delivery Plan paper referred to in 1.2 sets out the detail of the four main cross cutting priorities for the Committee, namely Community Resilience, Tackling Deprivation, Economy and Skills and Partnership Working, through which the Committee will seek to make an impact on those areas of greatest demand outlined in 1.2.
1.4	As part of this work, 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.
1.5	This paper seeks to update the Committee on the progress of the Community Resilience objective within the Communities and Partnership Committee delivery plan and in particular in relation to how delivery is supporting the pressures and service demands being considered by other service Committees.
2.0	MAIN ISSUES
2.1	The Communities and Partnership Committee delivery plan suggests five broad outcomes for Community Resilience listed in 2.2 to 2.6. These outcomes, slightly reworded to reflect subsequent input, seek to build the capacity of communities to

	<p>support each other, align local actions to help improve people's lives and therefore reducing the need for more intrusive and costly services, provide training and advice through the Cambridgeshire County Council Support Cambridgeshire contract to the priority areas of need, and engage officers and members who have the knowledge and tools to support community-led development.</p> <p>A few examples are given to show the early delivery against those outcomes, in particular where this work supports building an evidence base of positive impact on Service Committee priorities including reducing costs in social care budgets.</p>
2.2	<p>Resilient communities across Cambridgeshire that are proud, confident, and self-reliant as far as possible.</p> <p><i>Current examples of activity include:</i></p> <ul style="list-style-type: none"> • Creation of a new Timebank, and in other locations new Timebank-focused activities, which drive social change and bring people together at a local level, providing a foundation for everyone to be involved equally, harnessing the energy and power of local people to support one another and strengthening community bonds and cohesion. Focus is linked to current and future service demand in particular relating to adults and vulnerable residents at risk of social isolation. • Aligning actions and resources with those happening elsewhere, for example linking Neighbourhood Cares pilots to known community activities and spaces. • Providing community and voluntary groups with access to a self-service funding portal as part of the Support Cambridgeshire offer.
2.3	<p>Communities that possess a sense of place and belonging, where people can feel safe, and who help themselves and each other.</p> <p><i>Current examples of activity include:</i></p> <ul style="list-style-type: none"> • Working with Parish Councils, District Councils and support organisations to build resilience at a local level to find local solutions to local concerns. Recognising the potential of all local councils to deliver to their local needs and benefit their communities, regardless of size of population, finances and types of activities they undertake. Officers and Communities and Partnership Committee members supported the development and delivery of the 5 year Local Council Development plan, the first of its kind in Cambridgeshire. • The development of 140 community led 'No Cold Calling Zones/Good Neighbours Stop Rogue Traders' schemes along with community wide prevention and awareness is almost complete; this has greatly increased the local support available to our most vulnerable residents, where those who have been victims of financial scams are 2.4 times more likely to enter the adult social care system within a year.

2.4	<p>Communities playing a clear and evidenced role in improving people's lives, thereby reducing their need for more intrusive and costly services</p> <p><i>Current examples of activity include:</i></p> <ul style="list-style-type: none"> • The Communities and Partnership Committee being directly engaged in the allocation of the up-to-£1million Innovate and Cultivate Fund, investing in projects and ideas that improve outcomes for local residents and helping to reduce pressure on council services. Of the £390k allocated to date, 70% of the project proposals focus on supporting adult services and 30% on children and families. An evaluation of projects completing their first funded year will be completed in September 2018. • Supporting Brampton to develop a village hub for older and disabled people, where volunteers provide a micro library, a good neighbour scheme, a befrienders scheme and IT mentors who offer help with bus pass renewals and Blue Badge applications.
2.5	<p>Services delivered with and for communities that achieve better outcomes for residents and/or reduce costs.</p> <p><i>Current example of activity includes:</i></p> <ul style="list-style-type: none"> • Working with community groups to understand and unblock actual and potential barriers to communities and volunteers more easily achieving their aims, including reducing the administrative burden on Volunteer Car Scheme Co-ordinators and volunteer drivers whilst retaining high standards for safeguarding users of Community Car schemes.
2.6	<p>Capacity within communities that is harnessed and targeted towards people's most challenging needs.</p> <p><i>Current examples of activity include</i></p> <ul style="list-style-type: none"> • Community front line officers and Member Area Champions proactively supporting the recruitment of Reablement Support Officers through active promotion of the requirement and opportunities, directly to community contacts, groups and networks including those with career aspirations and from diverse community groups. • Focusing Cambridgeshire Time Credits scheme, where the number of hours carried out by volunteers across Cambridgeshire has just passed 50,000, on three priorities: Older people; Skills and Employment; and Strengthening Families
2.7	<p>The Community Resilience Strategy paper presented to the Communities and Partnership Committee on 15th February 2018 included mention of the Senior Officers Communities Network which brings together a wide range of public sector partners. In order to accelerate the impact and harness resources across the partnership the Communities and Partnership Committee recommended the development of a revised</p>

	and shared approach between Cambridgeshire and Peterborough. Discussions taken through the Senior Officers Communities Network have resulted in a general agreement by the public sector organisations to explore a shared single approach for the Network, akin to a single shared Community Resilience Strategy.
2.8	Officers from Districts, Cambridge and Peterborough City and Cambridgeshire County Councils are starting to build on those early conversations and have initially shared current community resilience related principles for each organisation, which for the County Council are those shown in paragraphs 2.2 to 2.6 above. Following this initial meeting it is generally considered that some further exploration on areas of commonality and shared interest could be mutually beneficial. In particular in geographical areas and groups of people experiencing higher risk and vulnerability, including taking account of growth of our population and new communities where greater collaboration might reap mutual rewards and joined up outcomes for our communities.
2.9	It is suggested that the new Strategy, or alternative shared approach as agreed by all partners, is prepared as a high-level and cross-cutting strategic document from which more detailed plans can be developed. For example, to support the Committee's aim to tackle deprivation the Committee may want to review the current poverty strategy as a subset of a main Community Resilience Strategy, or the Committee may decide to commission a dedicated volunteering delivery plan.
2.10	<p>The key principles against which the new Strategy or shared approach will be developed are important to ensure it meets the needs and expectations of the Committee. As a broad overview of these principles, the following are suggested:</p> <ul style="list-style-type: none"> • the Strategy or shared approach will need to adopt a strengths-based approach • it will need to address the ways in which demand for statutory and sometimes costly services will be managed • it will need to be cognisant of and reflect the role and input of all of our key partners. As described above, the Strategy is being developed as a shared approach across all councils (albeit that this is subject to final agreement), but there are also opportunities to explore the development of a public sector wide strategy • it will need to allow a single cross-partnership conversation with communities to convey a shared vision to achieve mutual benefit • it will need to set out the principles of the participatory approach that will be taken to deliver against the Strategy or shared approach • it will need to demonstrate how we will build and sustain trust, transparency and accountability with and between communities and our partners • it will need to show how we will monitor the impacts of our work, how it will be evaluated, and how we will communicate outcomes to communities, partners and other Committees • it will need to show how we will use evidence to inform our planning and decision making.

2.11	<p>Alongside these key principles, the Strategy or shared approach needs to demonstrate clear outcomes and how we'll know whether we've achieved them, in order to make sure we are making the scale of difference we need to across Cambridgeshire. The following are suggested high-level outcomes for consideration.</p> <p>We will know if we've achieved effective community resilience if:</p> <ul style="list-style-type: none"> • Communities are connected and work together toward shared goals • Individuals and social structures are engaged and empowered to make a difference • Communities have clear channels of communication to link into physical and social resources • Communities understand their responsibilities and have realistic expectations of the levels of support available • Communities have strong and trusting partnerships with each other • Private, public and community sectors are prepared to respond effectively together • People feel a sense of place and belonging in their community.
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.

	<ul style="list-style-type: none"> • 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
	<i>There are no significant implications within this category.</i>
4.3	Statutory, Legal and Risk Implications
	<i>There are no significant implications within this category.</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

	<ul style="list-style-type: none"> ○ Homelessness and at risk of homelessness ○ Vulnerable children and adults ○ Carers ○ Older people's mental health ○ Substance Misuse ○ Unhealthy lifestyles
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Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
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>	