

COMMUNITIES AND PARTNERSHIPS COMMITTEE

Delivery Plan

PRIORITY 1: COMMUNITY RESILIENCE

- Resilient communities across Cambridgeshire that are proud, confident, and self-reliant as far as possible.
- Communities that possess a sense of place and belonging, and who help themselves and each other.
- Communities playing a clear and evidenced role in managing and reducing demand for more costly services.
- Services delivered with and for communities that achieve better outcomes and/or reduce costs.
- Capacity within communities that is harnessed and targeted towards the county's most challenging needs.

REF.	ACTION DESCRIPTION	LEAD OFFICER	FIRST MILESTONE DATE	ACTION CONTINUES UNTIL	RESOURCES REQUIRED / ENGAGEMENT FROM PARTNERS (staff, tech, etc.)	KEY RISKS	OUTPUTS	DECISION MAKING ROUTE
1.1	Oversee the development and delivery of communications messages that make it clear why the Council is investing in community resilience work, including what the benefits are / what will be different for our residents, communities and partners	Sarah Ferguson	April 2018	May 2020	Communications Transformation Team (Citizen Participation) Strengthening Communities	Negative publicity Officer capacity and engagement	Comms plan developed Schedule of comms messages across platforms developed Self-service communication channel for staff, community groups and member	Via action 1.4
1.2	Agree and maintain a clear relationship between the Committee and the Senior Officer Communities Network, to ensure the outcomes are directly associated with positively impacting on our communities and residents	Adrian Chapman	April 2018	May 2020	All CCC services District Councils Public sector partners Voluntary sector partners	Stakeholder may become disengaged	Direct dialogue maintained between Committee and Network Evidence of Network supporting Committee objectives	Via action 1.4
1.3	Identify and confirm statutory and non-statutory services, and/or services which could be in-scope for being delivered differently, especially where they might deliver better outcomes and/or deliver at a lower cost	Elaine Matthews	June 2018	Refreshed annually	Strengthening Communities Service LGSS Legal Transformation Team CCC Services		Menu of options to consider for alternative delivery models including parish councils and community associations	Via action 1.4
1.4	Develop, agree and deliver a new Cambridgeshire and Peterborough Community Resilience Strategy which drives the approach to working with and alongside communities and residents to achieve the best possible outcomes, building on the experience of national and local projects including the Neighbourhood Cares pilots	Elaine Matthews	July 2018	Reviewed annually	All CCC/PCC services District councils Senior Officers Community Network	Multiple governance layers may slow process or alter direction Engagement and buy in from all partner organisations	Strategy developed, adopted and delivered	Countywide Communities Network Public Service Board Communities and Partnerships Committee
1.5	Develop, agree and deliver a delivery plan focussed on the outcomes for each Committee demonstrating the practical ways the C&P Committee will support them, particularly in relation to vulnerable or at risk people, or those who may become so	Adrian Chapman	June 2018	Refreshed annually	All CCC services		Delivery plans developed, adopted and delivered	Communities and Partnerships Committee CCC Service Committees
1.6	Develop and agree a protocol with the Combined Authority to ensure the interface between the CA and communities is effective, ensuring that the work of the CA and the wider public sector is relevant to our residents and is communicated effectively	Adrian Chapman	May-18	Reviewed annually	Combined Authority Senior Officer Community Network	Unable to reach consensus agreement between all parties	Protocol developed and agreed between partners Evidence of collaboration on delivery of relevant projects	Communities and Partnerships Committee Combined Authority
1.7	Oversee the work to develop shared services with Peterborough, which seeks to reduce back office costs and ensure that our services meet the needs of our most vulnerable residents	Adrian Chapman	April 2018	May 2020	Peterborough City Council		Successful shared services models	Shared and Integrated Services Board Communities and Partnerships Committee General Purposes Committee PCC Cabinet
1.8	Develop, agree and oversee delivery of an action plan that enables communities to support vulnerable groups, especially where such an approach is likely to achieve better outcomes or reach vulnerable people who may not ordinarily access services including people with learning or other disabilities and mental health conditions	Sarah Ferguson	May 2018	May 2020	All CCC services District councils Potential funding requirements	Funding for community groups Community fatigue/lack of engagement Actions are not targeted at the right group and therefore, have limited impact	Identification of best practice Action plan produced, agreed and delivered	Via action 1.4
1.9	Develop, agree and oversee delivery of an action plan that trains and supports local area champions to support vulnerable people, especially where such an approach is likely to achieve better outcomes or reach vulnerable people who may not ordinarily access services including people with learning or other disabilities and mental health conditions	Sarah Ferguson	May 2018	May 2020	All CCC services District councils Potential funding requirements	Vulnerable people can hard to reach/or define Member capacity, skills and knowledge	Action plan produced, agreed and delivered	Via action 1.4
1.10	Develop, agree and oversee delivery of community-based behaviour change programmes that help reduce demand for public services, in turn improving outcomes and wellbeing for our residents	Sarah Ferguson	November 2018	May 2020	Public Health All other CCC services District councils Potential funding requirements	Actions are not targeted in the right geographic/demographic area Lack of community engagement, particularly in diverse communities One size fits all approach Funding	Review of existing Needs Assessments to identify opportunities for community based programmes Establish community and partner stakeholder group to identify key actions Develop, agree and deliver action plan	Via action 1.4 In close co-operation with Service Committees
1.11	Develop and implement an information and advice guide for communities in different languages, targeted towards reducing demand for public services, in turn improving outcomes and wellbeing for our residents	Elaine Matthews	September 2018	Refreshed quarterly	Digital investment All CCC services	Messages do not reach the right groups Lack of literacy could present a barrier for some individuals Insufficient engagement with voluntary/faith sector organisations	Commission VCS organisation to develop messages in a multimedia platform Review Social Media project being delivered through Controlling Migration Fund, and look for opportunities to expand	Via action 1.4
1.12	Develop and oversee programmes that encourage and enable community transport schemes, including informal car sharing, in order to reduce isolation and loneliness, improve social connectivity for our residents, and improve the health and wellbeing of our communities	Paul Nelson	October 2018	May 2020	Potential funding requirements Strengthening communities	Safeguarding policies and procedures need to be considered Public liability implications Poor communication strategy	Transport scheme piloted Develop incentives and rewards for participants based upon Time Credit/Time Bank model	Via action 1.4
1.13	Oversee and implement the process to review and reduce the bureaucracy associated with volunteering and community participation, in order to increase the numbers of people able and willing to volunteer to both improve and enhance their own wellbeing and that of those they might volunteer to support	Elaine Matthews	May 2018	May 2020	Legal services Transformation Services Culture and Community Services	Lack of willingness from council services to change procedures	Delivery of a simplified, safe process for enabling volunteering	Via action 1.4
1.14	Develop and implement interventions with communities of interest, targeting protected characteristic groups, to ensure that all of our communities are able to reach the information, advice or service they need quickly and easily	Elaine Matthews	December 2018	May 2020	All CCC services District councils Potential funding requirements	Interventions are not sufficiently targeted - one size fits all approach Community fatigue	Action plan produced, agreed and delivered	Via action 1.4
1.15	In collaboration with partners, identify where anti-social behaviour impacts most on people and communities, and develop a coordinated community based response	Elaine Matthews	July 2018	March 2019	District Councils Countywide Community Safety Board	Requirement for support from key agencies Need for robust community-based response Funding to deliver agreed interventions	Clear and agreed understanding of the scale and location of the problem Community resilience strategy reflects priorities in relation to community safety Action plan produced, agreed and delivered	Countywide Community Safety Board Countywide Communities Network Communities and Partnerships Committee
1.16	Secure Cambridgeshire County Council accreditation to the White Ribbon Campaign, and develop a clear two year work programme to sustain awareness and action to end male violence against women and girls	Julia Cullum	November 2018	May 2020	All CCC services, notably Communications Team and HR Members Partners	Failure to reach the required national standard	Two year programme of activity agreed by Committee	White Ribbon Project Board Communities and Partnerships Committee

1.17	Develop funding options with partners for the continuation of outreach provision for victims of domestic abuse and sexual violence, beyond March 2019, in order to ensure victims are able to receive the support they need	Sarah Ferguson	July 2018	March 2019	DASV Partnership CCC Transformation and Finance teams	Failure to identify or attract additional investment	Commissioning priorities and options developed with partners	DASV Countywide Board Communities and Partnerships Committee
1.18	Ensure the County Council's commitment in the delivery of the Violence Against Women and Girls Strategy for Cambridgeshire and Peterborough is delivered, to ensure victims receive the support they need, that the behaviour of perpetrators is changed, and that the council is demonstrating systems leadership across the county	Sarah Ferguson	Reviewed yearly	May 2020	DASV Partnership	Failure to deliver to agreed or expected levels	Annual performance report identifies progress, gaps and risks	DASV Countywide Board Communities and Partnerships Committee

PRIORITY 2: TACKLING DEPRIVATION

- **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.**
- **New and innovative approaches to mitigating the consequences of deprivation**
- **The gap between the most deprived and least deprived communities is closed to an agreed level.**
- **The significant effects of deprivation, including those affecting health, employment and crime, are mitigated.**

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2.1	Map out existing work to tackle poverty, identifying resultant duplication and/or gaps, to ensure the best possible projects, programmes and services are implemented to support those people most in need	Ian Phillips	June 2018	Refreshed biannually	All CCC services District councils	Lack of engagement from services	Clear and comprehensive map of existing activity	Countywide Communities Network
2.2	Identify models of good practice from elsewhere , and test their relevance to Cambridgeshire, to maximise the impact of our interventions and to ensure they are introduced as quickly as possible	Ian Phillips	June 2018	Refreshed biannually	N/A		Shortlist of agreed models to pilot in Cambridgeshire	Via action 2.6
2.3	Oversee the development and delivery of short to medium term localised interventions that address identified gaps, in order to implement projects and services that best meet the very local need of affected households and communities	Ian Phillips	October 2018	May 2020	All CCC services District councils Potential funding requirements	Funding and capacity to deliver Limited impact	Report produced detailing mapping work and opportunities for further investment/engagement of services	Via action 2.6
2.4	Commission and deliver a needs assessment with a focus on poverty, so that the council and our partners develop a shared, deep and wide view about the extent of poverty and the ways it impacts on our residents	Ian Phillips	December 2018	Refreshed annually	Public Health All CCC services	Capacity of service to provide	Evidenced needs assessment produced to assist with commissioning and project development	Via action 2.6
2.5	Oversee the mapping of key datasets (e.g. children looked after, children in need, delayed transfers of care etc.) to better understand the impacts of poverty on key service user groups and locations, and to measure the impact of our work	Ian Phillips	December 2018	Refreshed quarterly	Public Health All CCC services		Data methodology and mechanism created to ensure we can measure our impacts	Via action 2.6
2.6	Develop and oversee delivery of a new countywide Tackling Poverty Strategy, including long term targeted actions that are informed by the needs assessment and mapping work, with a specific focus on ensuring delivery of actions that deliver rapid but lasting change	Ian Phillips	December 2018	May 2020	All CCC services District councils Public sector partners Voluntary sector partners Potential funding requirements	Funding and capacity to deliver Challenging to make headline impact on poverty, due to external factors e.g. economy	Delivery Plan developed, agreed and delivered Longer term reduction in poverty	County Communities Network Communities and Partnerships Committee
2.7	Develop and deliver targeted interventions to support homeless households and rough sleepers, in close partnership with our colleagues in the district councils, the wider statutory sector and the civil society sector	Sarah Ferguson	June 2018	May 2020	All CCC services District councils	Hard to reach/engage demographic Funding Complex and challenging client needs	Delivery Plan developed, agreed and delivered	County Communities Network Countywide Housing Board Communities and Partnerships Committee

PRIORITY 3: ECONOMY AND SKILLS

- **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.**
- **Improved academic and vocational adult learning outcomes.**
- **Increased external investment into the county's adult skills service, expanding our offer to more communities and employers.**
- **Increased business start-ups.**

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3.1	Support the Area Champions to innovatively recruit c.35 reablement workers to meet the needs of our most vulnerable residents, to improve the career prospects of people seeking work, and to reduce demand for costly and sometimes less appropriate social care interventions	Elaine Matthews	June 2018	September 2018	Adult Services HR & Business Transformation Potential funding requirements Communication team	Funding Lack of skilled workers Lack of Champion capacity & knowledge Comms messages not reaching communities	Comms plan developed Engagement of Community and Faith partners to promote and identify reablement workers from diverse backgrounds	Communities and Partnerships Committee (review of Area Champions)
3.2	Support the Area Champions to increase the recruitment of and support for foster parents and carers, to meet the needs of our most vulnerable children and young people and their families, and to reduce demand for costly and sometimes less appropriate placements	Elaine Matthews	July 2018	May 2020	Children's Services Adult Services	Lack of Champion capacity Lack of incentive for foster carers to engage	Comms plan developed Engagement of voluntary and faith sector partners to promote fostering within diverse communities Identify initiatives to recognise foster carers	Communities and Partnerships Committee (review of Area Champions)
3.3	Support the Area Champions to deliver specific actions that support the skills development and employment of people with learning and other disabilities and people with mental health conditions	Elaine Matthews	July 2018	May 2020	Adult Services	Lack of engagement by employers Lack of Area Champion capacity	Action plan developed, agreed and delivered	Communities and Partnerships Committee (review of Area Champions)
3.4	Develop and oversee delivery of specific actions that identify existing skills within migrant populations, and connects those more effectively with better paid jobs	Jawaid Khan	June 2018	May 2020	All CCC services	Lack of formal qualifications/non-transferable qualifications Lack of English language	Develop effective links with community and faith organisations Develop stakeholder group Map skill shortages in the county Develop, agree and deliver skills strategy	Countywide Skills Board Communities and Partnerships Committee
3.5	Support the Area Champions to develop actions that enable more applicants to apply for high priority jobs (e. g. carers, social workers, ICT etc.), in order to support skills and employment shortages in key employment categories and to improve the prosperity and wellbeing of our residents	Elaine Matthews	July 2018	May 2020	All CCC services	Lack of skilled workers Lack of incentive/reward for applicants to apply Lack of area champion capacity	Develop, agree and deliver skills Strategy	Communities and Partnerships Committee (review of Area Champions)
3.6	Develop a shared understanding of the whole adult skills landscape – CCC/PCC/Combined Authority/other providers - in order to maximise the opportunities for our residents, communities and businesses to develop, grow and flourish	Pat Carrington	November 2018	April 2019	Combined Authority	Limited existing intelligence/data/ Data sharing agreements not in place	Visibility and understanding of the components of the adult skills landscape	Countywide Skills Board Communities and Partnerships Committee
3.7	Oversee the adoption and delivery of the Skills Blueprint as the interim skills strategy for Cambridgeshire and Peterborough in order to embed the delivery of adult skills in a strategic context and position us well for future skills development opportunities	Pat Carrington	April 2018	May 2020	Peterborough City Council Combined Authority		Interim skills strategy in place enabling focussed delivery and collaborative working	Communities and Partnerships Committee
3.8	Consider and agree the delivery model for the CCC adult skills service in order to ensure it is able to maximise inward investment and is best placed to meet the needs of our residents	Pat Carrington	April 2018	August 2018	Legal services HR & Business Transformation	Once agreed for implementation the time it could takes to transition of services for ICT/ HR and Finance	Options paper developed and agreed	Communities and Partnerships Committee
3.9	Commission and oversee completion of a needs assessment of skills gaps and needs, drilling down to a neighbourhood level, to ensure we are meeting the evidenced needs of our residents and employers	Pat Carrington	November 2018	April 2019	Potential funding requirements Strengthening Communities	Lack of service capacity to develop	Comprehensive knowledge developed about the adult skills needs of our population	Via action 3.6
3.10	Attract inward investment into the CCC adult skills service to diversify and increase its offer to best meet the needs of our residents and employers	Pat Carrington	September 2018	May 2020	Business Transformation Financial Services		Strategy developed to identify funding opportunities	Communities and Partnerships Committee

3.11	Oversee the development of a longer term single system-wide skills strategy and delivery plan to firmly embed the important provision of skills in the economic and social strategies for the county	Pat Carrington	April 2019	Refreshed annually	Peterborough City Council Combined Authority	Partners not engaging through resource issues, CA implementation of the skills budget not yet identified.	Comprehensive, single, system-wide adult skills strategy developed	Countywide Skills Board Communities and Partnerships Committee
PRIORITY 4: PARTNERSHIP WORKING · Powerful, meaningful and relevant partnerships, both for agreeing strategy and policy and for delivering services in new and innovative ways. · Partnerships that focus on shared outcomes rather than organisational or individual issues. · Partnerships that create systems and ways of working that manage and reduce demand. · Partnerships that pool resource, capacity, ideas and intelligence to achieve the best outcomes for our communities.								
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4.1	Lead the process to redefine the partnership governance landscape, to ensure it is fit for purpose, avoids duplication, prevents key issues from being missed, and maximises the effectiveness of investment in time and resource from partners. This process should serve to ensure partnerships are delivering positive and meaningful change and improvement to our communities and residents	Adrian Chapman	September 2018	Reviewed biannually	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners	Lack of agreement between partners	MOUs drafted Shared use by staff of the public estate Opportunities for pooling resources pursued	Public Service Board Communities and Partnerships Committee
4.2	Work with district councils and public sector partners to develop and deliver place-based forums that ensure partnership working is effective at a local level - for example, taking countywide decisions, policies and interventions and applying them in a more local setting	Sarah Ferguson	September 2018	May 2020	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners	Lack of community engagement/interest	Programme of forums developed and held	Public Service Board Communities and Partnerships Committee
4.3	Define, agree and implement the support needed in communities to enable them to participate in partnerships, to reduce the top down model and to ensure partnership discussions are relevant, meaningful and are meeting the needs of our residents	Sarah Ferguson	June 2018	May 2020	All CCC services Transformation team	Funding Clarity of role and ability to influence Need to engage a broad range of voluntary sector representation	Identify alternative access channels for the public to engage e.g. social media, live broadcasting etc.	Via action 1.4
4.4	Lead the process to establish a single system-wide partnership plan and set of principles, that sets out the behaviours, roles and responsibilities of all partners, in order to sustain the work described above	Adrian Chapman	September 2018	Refreshed annually	Business Transformation All CCC services District councils Peterborough City Council Public sector partners Voluntary sector partners Clinical Commissioning Group	Lack of collective agreement between partners	Plan developed, agreed and delivered	Via action 4.1
4.5	Develop, agree and oversee delivery of an action plan for Area Champions that supports all of the objectives above	Elaine Matthews	May 2018	Refreshed annually	Area Champions	Area Champion capacity	Production of a delivery plan	Via action 4.1 Public Service Board Communities and Partnerships Committee CCC Service Committees
4.6	Develop and agree, working closely with all Council services and our partners, proposals for discussion with the Combined Authority for future Devolution deals that are built on the experience of other actions contained in this delivery plan and that meet the evidenced needs of our residents	Adrian Chapman	May 2018	May 2020	All CCC services	Lack of support for proposals by the Combined Authority	Further Devo dels submitted	Public Service Board Communities and Partnerships Committee
4.7	As a result of the work of the Committee, oversee the delivery of increased external funding for community-related interventions	Adrian Chapman	May 2018	May 2020	All CCC services Business Transformation		Funding bids developed and submitted	Via action 1.4