THINK COMMUNITIES

To:	**Adults Committee**
Meeting Date:	**10 October 2019**
From:	**Adrian Chapman, Service Director - Communities and Safety**
Electoral division(s):	**All**

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

Purpose:	**This report is being presented to update the Board on the progress of Think Communities, and how this is acting as a catalyst for change and transformation across the public sector.**
Recommendation:	**The Committee is asked to:**
	a) Note the scope and ambition of the Think Communities Approach.
	b) Comment on progress and activities to date.

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1.   BACKGROUND

1.1   The Think Communities approach is reforming the way the public sector delivers services throughout Cambridgeshire and Peterborough.

The report sets out the collaborative approach being adopted by partners across all local authorities, police, fire service and health that will see services delivered through a placed based model. This approach is based upon a number of principles:

- the shared approach will need to adopt strengths-based principles
- it will need to address the ways in which demand for statutory and sometimes costly services will be prevented or delayed
- it will need to be cognisant of and reflect the role and input of all of our key partners
- 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 delivery
- 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

1.2   The Think Communities approach aims to drive a whole system change in the way the public sector does its business. However, it's important to note that there is already a huge amount of work going into delivering many of these principles through existing and established programmes in a number of sectors, such as Adult Social Care and the Health system.

1.3   Governance is routed through each partner organisation's individual governance arrangements, and currently brought together at an officer level through the Senior Officers Communities Network. Within Cambridgeshire County Council, progress on the work reports into the Communities and Partnership Committee.

1.4   Think Communities is developing alongside other key programmes, which collectively will be delivering a new model in health and social care across Cambridgeshire and Peterborough. A briefing note has also been provided at the request of the Combined Authority to set out all the activities that are currently underway which will support development of an integrated approach between health and social care. This is attached as Appendix 1.

1.5   The Neighbourhood Cares pilots in Soham and St Ives, have already demonstrated the impact that place based working can have. Whilst the Neighbourhood Cares model was not set up with Think Communities in mind, it has nevertheless displayed many of the key principles and there is much which can be learnt from the programme and applied to Think Communities. Officers in NCP and Think communities have been

sharing their learning and drawing on the skills across Adult social care and Community development to support the council's vision to deliver a place based approach that is integrated with not just council services but all partners.

1.6 Discussions are well underway to develop thinking with partners about how the officer governance arrangements can be strengthened across Cambridgeshire and Peterborough at a County level. This is likely to include the creation of an 'Executive' Board comprised of senior officers from partner organisations. This will be underpinned by a number of District Place Based Delivery Boards, according to the needs and circumstances of each District. This will mean that the means by which the governance for Think Communities is taken forward at a District level is likely to vary.

2. Think Communities Progress to Date

2.1 It is recognised that the scale of ambition will mean that it will take time to fully embed Think Communities. As such, for the first year, a clear programme of deliverables has been agreed against eight thematic areas. The following sections outline the aims under each of these and progress towards delivering them.

2.2 **Communications:**

Aim for 2019/2020: Develop a Think Communities brand, strategy and marketing plan

Update on progress:

A detailed communications plan has been developed. A communications group has been established, comprising leads from across the public sector, so that Think Communities communications activity can be appropriately planned and coordinated.

There are already a number of genuine case studies which are in the process of being developed. These describe, in practical terms, the impact a different approach can have on individuals, communities and our workforce, and will be used in both our internal and external communications work. When the case studies are developed, they will be made available to Members and colleagues across the Public Sector.

2.3 **Community Engagement:**

Aim for 2019/2020: Deliver a series of community engagement events to be held in localities across the county.

Update on Progress:

Throughout the summer, there has been active engagement with the public at community events, asking them to consider what matters most to them and how they might consider services being delivered differently to better meet their needs. The results of this work will be analysed and will help inform future delivery plans.

Parish and Town Councils have a pivotal role to play in enabling the public sector to rethink its approach and priorities within parished communities, and provides us with a

legitimate platform on which to build a more collaborative style of service design and delivery. Annual Local Councils Conferences are good opportunities to focus discussions with parish and town councils on their roles and the opportunities that exist with Think Communities.

Working alongside District Councils where there is a strong culture of civic engagement through democratic and community based services will be critical. For example in Cambridge City and parts of Peterborough City where the democratic arrangements do not include Parish Councils, but where there are different committees and governance structures which provide a route into community engagement activity and a place based approach.

2.4   **Data and Intelligence:**

Aim for 2019/2020: Develop a data bank and series of area profiles that allow for a single view of a place across the public sector system

Update on Progress:

Taking a place based approach through Think Communities presents numerous opportunities to work differently together across the public and voluntary and community sector, with a focus on local people, communities, assets, opportunities and challenges. It also enables us to more easily share and analyse data from across the public sector. Learning from NCP that Libraries provided an accessible place that people feel comfortable to use a place to access information and advice.

To help achieve this, and therefore enable the development of detailed area profiles, we are developing a data bank which will be made widely available. It will present data at the lowest possible geography, primarily at lower super output area (LSOA) scale (between 400 and 1,200 households). LSOA are a widely recognised geographical layer that enables the reporting of diverse small area statistics. This data, when taken as a whole, will create area profiles which will help shape priorities at a local level.

Alongside data about the population, the area profiles will also describe the local assets, the amount of public sector spend attributed to that area, and the levels of demand for different services that originate within that area. There has been extensive work with colleagues across the health system to inform their proposals for the new Primary Care Networks (PCN's). PCN's are new arrangements which bring groups of primary care (GP) practices together to better serve the needs of the local population at the earliest opportunity, providing a geographical footprint which enables other services to work alongside GP's more easily.

21 PCN's are in the process of being established, and when overlaid with the datasets above, this will enable easy identification of the parts of the health system which need to be involved in each aspect of Think Communities delivery. Significantly too, as a result of the Think Communities work, there is now access to a wide range of new health-specific datasets which broadens out the scope to bring about real changes in communities where health inequalities or issues are prevalent.

2.5 **Estates and Buildings:**

Aim for 2019/2020: Develop and implement the Cambs 2020 model for service delivery in place

Update on Progress:

The move of Cambridgeshire County Council from the Shire Hall site (known within the County Council as the Cambs 2020 programme) has acted as a catalyst for wider partner conversations about how the physical assets across the partnership can facilitate a place based approach. The move from Shire Hall will facilitate the creation of Community Hubs from which County Council and other staff will and could be based. Opportunities are being sought to share public sector buildings where appropriate, and it is anticipated that this will allow for more diverse teams to operate within communities where it adds value to do so.

The work has enabled the County Council to review current working arrangements alongside the location and condition of buildings and the needs of communities, to create a model of working which locates the right mix of staff in the right locations. Over the past year over 280 teams across the council have been engaged to understand with whom and how they work currently. Alongside this we have gathered extensive information and data about our buildings and community based assets, including location, capacity, condition, restrictions, and services.

2.6 **Funding and Resources:**

Aim for 2019/2020: Identify where system resources can be shared or aligned to deliver Think Communities outcomes

Update on Progress:

The data and intelligence work described above is pivotal to take this work forward. As mentioned, this work is building an in-depth picture of our communities, including the resources currently committed and expended in those communities. It is our aspiration to be able to use this data to inform decision making, service design and service delivery, including seeking opportunities to align resources and/or to use what we have across the public sector more appropriately to best meet identified needs. NCP has demonstrated that communities if listen and then supported are the best placed to develop assets to meet the needs of that community that benefits everyone for example the Nellie campaign and integrations projects

2.7 **Technology and Digital:**

Aim for 2019/2020: Develop a cross sector system that allows the public to report issues easier e.g. environmental, safeguarding

Update on Progress:

The ongoing roll out of Office 365 and the introduction of a new IT and Digital Strategy in both Councils has recognised the importance of technology in helping the workforce

and citizens work differently together. New tools will be introduced that will allow for greater collaboration across the public sector, and Think Communities is currently exploring how these can be tested in the existing prototypes. We are also working with council services and our partners to develop a new online directory of services that, when paired with the area profiles, will help services and citizens find support for themselves in their area. Maximising the use of Assistive Technology is a key priority in the Adults Positive Challenge programme, which embodies the Think Communities principles.

2.8 **Workforce reform:**

Aim for 2019/2020: Develop an immersive workforce development programme for all staff to encourage new skills and behaviours as per the model '21st century public servant' ambition

Update on Progress:

The success and impact of the Think Communities approach relies on our workforce operating in new and innovative ways, where traditional limitations or boundaries can be challenged and where staff are encouraged, enabled and supported to take different approaches to resolving entrenched and long term issues.

There is significant evidence supporting this approach, but it does require a mindset shift with staff and managers across the public sector. During the first phase of rolling out Think Communities, a number of different approaches have been trialled in a number of different places to test new ways of working. These have been led by a number of different organisations and services, but provide a rich seam of learning for how the public sector could do things differently in the future. These will be included in the case studies which are being developed and mentioned above.

In the medium term, plans are being developed to deliver an immersive training experience to staff across the public sector, effectively 'resetting' their views about being a public servant and helping them to reframe their approach around a place. In the short term, we will be fast-tracking this approach with our partners in some areas where Think Communities delivery is progressing, including in Wisbech and North Huntingdonshire, and across the Granta group of GP practices in the south of the county. And building on Soham and St Ives on the relationships established between communities, partners and providers. NCP is working with libraries to develop a training modal for staff and volunteers using strength based conversations as part of the workforce reform.

2.9 **Strategic Coherence and System Facilitation:**

Aim for 2019/2020: Effective and meaningful relationships will be developed and maintained across the public sector system. Senior Responsible Officers will be in place and leading workstreams above

Update on Progress:

During the last few months, support from and engagement with partners from across

the public sector in Cambridgeshire and Peterborough has continued to be significant. This support was recently reaffirmed at the July 2019 meeting of the Cambridgeshire Public Service Board, where Chief Executives from across the public sector system gave their full endorsement for the approach being developed. The discussion at the Public Service Board signified the beginning of the next phase of the Think Communities approach. The Board's endorsement enables us to move into a new phase of mainstreamed delivery, but enabling us to develop new approaches to public service delivery in communities where the need is greatest or where opportunities exist.

As stated above, a model of place based delivery has been agreed in principle. This may take the form of a District based Board, coterminous with a district council boundary and chaired by the relevant District Council chief executive. However, this will depend on the local context, and the approach to a placed based delivery is likely to look different in each District. Whatever the arrangements, the delivery of Think Communities needs to be lead at a local level.

Whilst front line staff and managers will be encouraged and enabled to work differently together, focussed on a whole place rather than departmental or organisational boundaries, there will be a shared commitment across the leadership to overcome any barriers or challenges which may impede the new way of working. There is a commitment to take opportunities to align resources and use assets more effectively

Huntingdonshire, Peterborough and Fenland are likely to launch Delivery boards, with Huntingdonshire's aiming for a September start. Detailed discussions are taking place with the remaining district councils to ensure such an arrangement meets the local need.

Finally, the Board will note that the work to date has largely been focussed on public sector transformation. This has been a deliberate strategy, given the scale of the sector and the collective challenges we face. However, there has, concurrently, been ongoing engagement with our partners in the voluntary sector. As a result of this, the newly formed voluntary sector Chief Executive Forum has recently reviewed the original Think Communities document, and suggested a number of changes which they feel will engage more effectively with voluntary sector partners and the whole population. This work is now being reviewed.

Think Communities continues to be an evolving conversation which aims to deliver long term change to meet the needs of communities, and the changing context of the public, voluntary and community sector in the future.

3.   CORPORATE PRIORITIES

3.1   A good quality of life for everyone

The report above sets out the implications for this priority in Section 1.

3.2   Thriving places for people to live

The report above sets out the implications for this priority in Section 1

3.3 **The best start for Cambridgeshire's Children**

The report above sets out the implications for this priority in Section 1

4. **SIGNIFICANT IMPLICATIONS**

4.1 **Resource Implications**

There are no significant implications within this category.

4.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

4.3 **Statutory, Legal and Risk Implications**

There are no significant implications within this category.

4.4 **Equality and Diversity Implications**

There are no significant implications within this category.

4.5 **Engagement and Communications Implications**

There are no significant implications within this category.

4.6 **Localism and Local Member Involvement**

There are no significant implications within this category.

4.7 **Public Health Implications**

There are no significant implications within this category.

Source Documents	Location
Appendix 1 – briefing note on delivering a new model of Health and Social Care across Cambridgeshire and Peterborough	Attached to this report