

THINK COMMUNITIES

To: Communities and Partnership Committee

Meeting Date: 7 March 2019

From: Service Director, Communities and Safety

Electoral division(s): All

Forward Plan ref: For key decisions *Key decision:* No

Purpose: To update the Committee on progress towards implementing Think Communities, and to enable Members to guide the implementation plan and priorities for the next 12 months.

Recommendation:

- a) To review and comment on the detail of the approach being taken to implement a Think Communities approach across the system, including the eight specific workstreams described at section 2.12
- b) To review and comment on the specific actions relating to delivery over the next 12 months, also described in section 2.12
- c) To suggest key aspects of delivery that the Committee would like to see regular performance updates on (section 2.14 refers)

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1. BACKGROUND

1.1 In September 2018, the Communities and Partnership Committee endorsed the Think Communities approach, an innovative set of principles and ways of working that the public sector across Cambridgeshire and Peterborough have jointly developed to ensure our citizens are at the heart of our decision making. These principles include the following:

- 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 Separately, the Committee has agreed that one of its primary areas of focus should be on supporting the prevention and delay of demand for statutory services, as well as improving outcomes for our residents, through developing more community-based and community-led alternative services.

1.3 Both of these important pieces of work are combining into a single approach to reforming the way we organise and deliver public services, using the Think Communities principles but with a sharp focus on more effectively managing demand whilst driving up improvements in quality of life and other outcomes.

1.4 This report provides the Committee with an update on how this work has developed since September 2018, and describes the priorities for delivery over the next 12 months.

2. MAIN ISSUES

2.1 The Think Communities approach is being developed in close partnership with Peterborough City Council and all of the District Councils, as well as with our partners across the NHS, the Police and the Fire Service. We are also engaging with the voluntary and community sector, most notably via the Support Cambridgeshire contract and Healthwatch.

2.2 The public sector is facing challenging levels of demand for services at a time of reducing budgets, and there is an enthusiastic consensus locally that, by working differently together, we can shape a new delivery model. Collectively, local councils

and much of the broader public sector are all seeking to deliver services to and within the same communities, and often to and for the same residents. This is clearly more costly than perhaps it could be, and is often creating complexity and confusion for residents and communities.

- 2.3** Through the development of Think Communities, there is an agreement that the way we collectively deliver public services needs to be reviewed and updated, with a greater emphasis on place-based service delivery, where there is a deep understanding of the local needs and assets in a community and where the public sector system works collaboratively to resolve often entrenched issues.
- 2.4** Building community capacity is a shared goal across the public sector. In addition to often delivering better outcomes, it is an underpinning driver to prevent or delay demand into more costly services. Many organisations across the statutory, discretionary and voluntary sector are already doing a great deal to support and encourage community based work across Cambridgeshire and Peterborough which is making an impact. However, more could be done through an alignment of planning and resources at a local and strategic level.
- 2.5** Some of the challenges that the public sector is facing include:
- An increased number of people accessing the health system with urgent or complex healthcare needs
 - A growing and ageing population, with increasing levels of need for social care interventions
 - Increasing levels of young people needing to be looked after
 - Concerns about increasing levels of victim based crime, resulting in high demand for policing
 - Increasing levels of homelessness in some parts of Cambridgeshire and Peterborough, resulting in higher costs for housing services
 - Increasing prevalence of mental health issues
- 2.6** If we are to achieve our aim of delaying and preventing demand and improving outcomes, then a different relationship between the public sector and the public is required. Much of the time, the public sector works in a way that makes sense to the system and not always to the individual. This can result in people no longer taking control of their own situation or not coming together as a community to make their neighbourhood a better place.
- 2.7** The diagram below typifies how public sector services can often be delivered. Frequently, the public sector operates 'To' and 'For' people. Our aim is to increasingly move into delivering services 'With' communities and in doing so, we will create an environment where people are less reliant on the public sector to resolve their problems – where they do things for themselves, 'By' themselves.



2.8 We have spent some time researching the approach other areas have taken to reform their approach to public service delivery, and have been particularly struck by the progress made in Wigan over the last few years. Wigan created a 'deal' between the council and the citizen, setting out the commitment the council will make in return for a commitment from the citizen. Sitting behind the deal, Wigan implemented an extensive programme of transformation and reform, starting with the way in which council officers fulfil their role (enabling them to become innovators and to adopt a strengths-based approach), developing comprehensive intelligence about their communities and the assets within them, and developing a new narrative with communities that supports residents to help themselves and each other as a starting point.

2.9 The outcomes that Wigan have achieved appear impressive. The approach they have taken has enabled them to remove around 25% of their budget over the past five years, and they report the following improvements:

- Wigan has become less deprived (moving from 67th to 85th most deprived area nationally)
- Wigan is the happiest place to live in Greater Manchester
- Wigan Council is the best council to work for nationally
- The council has achieved a 6% reduction in Looked After Children numbers, compared to an average 20-25% increase elsewhere
- The council has increased recycling by 50%
- The council has the only reablement service to be rated as outstanding
- There is less unemployment across the town
- For every £1 invested in community link workers in GP's, a social return of £10.40 has been made alongside a fiscal return of £3.55

We are in direct discussion with Wigan to better understand the ways in which these outcomes have been calculated, but it is clear that a comprehensive approach to rethinking public service delivery has the potential to achieve good results.

2.10 With this in mind, we are using the strength of and support for the Think Communities approach to lead, on behalf of and with the whole public sector system, work to reform our approach to and relationship with communities. Our emerging model is based on a place-based approach, with services based within communities of between 30,000 and 50,000 residents. Services based within these communities will meet the evidenced need of the residents living there, and will represent the whole public sector system. Wherever possible, we will seek to co-locate different parts of the system with each other, to improve information sharing and service design and delivery.

2.11 The community size of 30,000 to 50,000 residents aligns to the emerging Primary Care Networks, which are described in the NHS 10 year plan. This plan recognises that a place-based approach to NHS service delivery will deliver better outcomes at the best price, and this very much aligns to our own Think Communities philosophy. By aligning our own communities with those identified as Primary Care Networks we will have coterminous communities receiving services from the most appropriate part of the system, with access to a far broader range of alternatives to statutory interventions where appropriate. This approach also aligns to the emerging social prescribing approach for primary care, where often a community based offer can be far more effective than a medical prescription.

2.12 To drive this approach forward at pace, we have developed eight workstreams, described below. These workstreams will be driven forward via an officer leadership group, supported by an operational team, both of whom will further refine and develop the detailed delivery plans over the coming months. Included in the description of workstreams below is the initial list of priorities for the next 12 months; these details will of course be subject to change as we engage more and more with Members, other community leaders and citizens, helping therefore to ensure that what we prioritise are the things that will make a positive difference.

2.12.1 Strategic Coherence & System Facilitation

To provide the system with the strategic leadership to ensure Think Communities is delivered, and to ensure the public sector works as a single system, with communities at the heart of place-based delivery.

This will be achieved by:

- Providing strategic advice and setting the framework for Think Communities
- Understanding the issues and barriers, including what does and doesn't work across Cambridgeshire and Peterborough and working across the system to resolve
- Supporting services and organisations to embed the Think Communities model
- Holding the system to account for delivery
- Providing the system leadership and engagement to drive Think Communities
- Acting as a neutral arbiter across stakeholders, if required

Where will we be in 12 months?

- Effective, meaningful relationships will have been developed and maintained across the system to deliver Think Communities
- The governance, vision and strategy for Think Communities will have been agreed and established
- Senior Responsible Officers will be identified for all the component parts of the approach
- A model for place-based governance will be established, building on the Living Well Partnerships and Community Safety Partnerships model

2.12.2 Communications

To develop new communication platforms that engage our communities and workforce, making it easier to find the right information, and that enable new behaviours that help residents and staff identify and access alternative services. This priority will also seek to develop a Cambridgeshire and Peterborough Deal similar to those agreed in Wigan.

This will be achieved by:

- Ensuring continuous communications to our staff, partners and communities that helps develop new skills and behaviours
- Supporting communities to play a greater role in helping to improve local areas and meet local needs
- Making greater use of social media platforms to engage communities and have two way communications

Where will we be in 12 months?

- A Think Communities brand and marketing strategy will be developed – we want everyone (council, public sector partners and communities) to see and recognise the brand and feel the difference that is being made as a result
- A system wide communication and engagement plan will be developed
- A community engagement and consultation plan will be developed
- A staff engagement plan will be developed

2.12.3 Community Engagement

We want communities to be confident, stronger and more resilient through developing a new relationship with the public sector.

This will be achieved by:

- Ensuring the public sector actively engages and listens to local community concerns and priorities
- Enabling the public sector to provide the environment to allow civic engagement and community action to thrive through toolkits and support
- Making investment into community based activity
- Tackling issues that threaten to destabilise communities

Where will we be in 12 months?

- Community assets in each community will be identified and understood, including physical and people assets as well as services
- A series of community and stakeholder engagement events will be held in each community area
- The requirements for an online community toolkit to provide advice and support for developing communities will be agreed

2.12.4 Data and Intelligence

To ensure that data and intelligence is shared between public sector organisations and the public leading to effective and integrated service delivery.

This will be achieved by:

- Understanding barriers to data sharing and putting in place effective governance procedures to resolve
- Using data to better understand our places and communities, and to inform service delivery
- Developing a single view of a place, bringing together data and intelligence from the public sector and communities

Where will we be in 12 months?

- Data governance will have been reviewed and agreed across the system, and information sharing protocols will be in place
- We will have identified and put into place sufficient resource to manage data requirements across Think Communities
- We will have an embedded culture of data sharing across the system - finding reasons to say yes, not no
- A shared data platform will be identified that can allow for any partner to use and access data
- Community profiles containing information about assets, the population, service demand, public sector spend, and key performance indicators, will be in place

2.12.5 Estates and Buildings

To develop a joined up approach to the use of public assets that enables opportunities for shared service delivery and maximises community contact. Further, to develop greater community use of publicly owned buildings.

This will be achieved by:

- Achieving greater access to public buildings for all public sector workers to enable agile working
- Providing greater access to public buildings for community use, especially at evenings and weekends
- Empowering communities to manage publicly owned buildings through a community asset transfer, where appropriate

Where will we be in 12 months?

- The Cambs 2020 hub and spokes model for service delivery will be agreed, including what this means within each community area
- Further co-location opportunities will be identified across the system

- Alignment with the continued development of our libraries will be firmly embedded

2.12.6 Funding and Resources

Funding will be aligned between partners where there is a clear common agenda and shared outcomes. Partners will invest in the Think Communities model through staff, buildings and resources.

This will be achieved by:

- The effective coordination of bids to fund discrete pieces of work within communities and work across the system to maximise resources, including the public estate, staffing, technology and investment
- Developing a shared understanding of public sector spend in each of our communities, so that we can better deploy this investment and bend it more effectively to evidenced need

Where will we be in 12 months?

- Longer term system resource requirements will be identified
- We will have identified where system funding can be aligned to deliver Think Communities outcomes
- Through our area profile work, we will begin to understand the breadth and value of public sector spend in our communities

2.12.7 Technology and Digital

Services will be transformed through the use of new technology. Communities will be engaged with and supportive of new technology that affects them.

This will be achieved by:

- Growing digital skills amongst our citizens and communities to take full advantage of technological benefits
- Increasing the number of shared digital platforms across the public sector and using these to integrate services
- Developing single customer records, particularly for children and families
- Using new technology to support residents to be independent and in control
- Technology solutions will be considered across the system before they are procured

Where will we be in 12 months?

- A cross-sector digital solution will be developed that allows the public to report issues e.g. environmental, safeguarding
- Existing digital systems and platforms will be audited across the system, leading to exploration of where these can be rationalised to lead to a common solution

2.12.8 Workforce Reform

To transform and engage our workforce to deliver Think Communities outcomes.

This will be achieved by:

- Developing new skills and core behaviours
- 'Unlearning' traditional ways of working

- Listening to and understanding our communities
- Enabling our staff to work in a 'less permission, more innovation' environment
- Blurring organisational boundaries where appropriate, lawful and safe to do so

Where will we be in 12 months?

- An immersive workforce development programme will have been developed to encourage new skills and behaviours as per the model '21st century public servant' ambition
- We will have started to engage and consult with our workforce to embed new behaviours
- We will have reviewed the staff appraisal and supervision process to ensure that Think Communities principles are embedded
- Agile working will be extended into the wider public sector by, for example, allowing greater access to buildings
- Locality based working will start to be introduced, with our staff understanding the role of working within a community

2.13 The work we are leading on Think Communities is broad and strategic, and there are a number of more specific projects and programmes that in some way aim to achieve similar outcomes. We have worked hard to ensure we are, as a minimum, aligned to these other initiatives and, where appropriate, that Think Communities provides strategic oversight (for example, in relation to the 'spokes' workstream of the Cambs 2020 programme). The list of aligned initiatives includes:

- Cambs 2020 Spokes workstream
- Continued development of the library service
- Adults Positive Challenge Programme
- One Public Estate
- Sustainability and Transformation Partnership (STP) Integrated Neighbourhoods workstream
- Community Safety governance review
- Living Well Partnerships review
- Local Councils Development Plan
- Existing place-based programmes including Wisbech 2020
- The tackling poverty workstream of the Committee

This is further illustrated in the diagram in **Appendix 1**.

2.14 It will be important to be able to identify the impacts that the Think Communities approach is having on our communities, our councils and the wider public sector system. The approach we are developing is largely an enabling one – supporting, for example, the achievement of savings and improved outcomes in the aligned projects and programmes described in 2.13. However, it is also likely that a bespoke set of performance indicators will be developed to ensure transparency and accountability, and Members are asked to comment on this approach and, if appropriate, to suggest the key aspects of delivery that they would benefit from receiving regular updates on. Further, we are building into the approach a regular opportunity for sharing learning across the various workstreams, and we will ensure that Members receive regular updates on this aspect of the work to fully inform future priorities.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The Think Communities approach aims to improve outcomes for all of our citizens and communities, as well as to prevent and delay demand for statutory interventions.

3.2 Thriving places for people to live

The Think Communities approach will adopt a place-based model of service design and delivery, closing the gap between public services and citizens. A significant element of this approach is to ensure a positive sense of place is established across Cambridgeshire, where people feel connected and proud, and can achieve what they aspire to achieve.

3.3 The best start for Cambridgeshire's Children

Communities that are strong, resilient and cohesive, supported by a broad range of services and opportunities, provides the best opportunities for the whole population to succeed and for us and our partners to enable improved outcomes.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category at this stage. It is anticipated that the Think Communities approach will make more effective use of existing mainstream spend in an area first and foremost to deliver its aims.

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

The Think Communities approach seeks to ensure that all of our communities have access to the most appropriate services and opportunities, regardless of their circumstances.

4.5 Engagement and Communications Implications

Engagement and communication are fundamental aspects of the Think Communities approach, as described in section 2.12.

4.6 Localism and Local Member Involvement

The Think Communities approach embeds the principles of localism at the heart of public service delivery. The role of elected Members in supporting this approach and helping connect citizens to services is fundamental.

4.7 Public Health Implications

Public Health colleagues are core to the design and delivery of the Think Communities approach, and it is imperative that the approach supports our efforts to continue to drive improvement across the Public Health Outcomes Framework.

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 the LGSS Head of Procurement?	Yes Name of Officer: 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
None	N/A