

COMMUNITIES AND PARTNERSHIPS COMMITTEE

Delivery Plan

PRIORITY 1: COMMUNITY RESILIENCE										
<div><ul style="list-style-type: none">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.</div>										
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	December 2018 update	RAG (based on progress of activity)
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	The council is due to shortly publish its new Corporate Strategy which set outs how community resilience and engagement will form a core part of the council's role. Comms campaigns to showcase Innovate and Cultivate funded projects has encouraged further take up of the fund and highlighted the opportunities open to those wanting to be innovative in their approach to increasing community capacity and positive outcomes. CCC held a succesful Parish Council conference in November 2018, with circa 80 local councils in attendance.	<div>Green</div> <div>Red</div> <div></div>
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	Over the last year, the relationship and role between the Committee and the Senior Officer Communities Network (SOCN) has been strengthened. The SOCN is now acting as the delivery board to the Public Services Board in relation to the emerging system-wide demand management work, which gives greater scope and opportunity for the Committee to influence strategic direction across the broader public sector in Cambridgeshire.	<div>Green</div> <div></div> <div></div>
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	A full review of services has been undertaken to identify those which are core and non core roles for the Council. This forms part of our intelligence for future service delivery as we look to identify new models of commissioning and service delivery. Continuing to develop and deliver the Think Communities agenda with partners will shape this work further over the next year.	<div>Amber</div> <div></div> <div></div>
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	The Strategy has been developed and pilot areas have been identified which are also aligned to Public Services Board priorities. Engagement with Health, Fire and VCS partners through the Living Well Partnerships and Community Safety Partnerships is continuing. Governance arrangements have been agreed through the Senior Officers Communities Network.	<div>Green</div> <div></div> <div></div>
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	Partnerships Committee@CC Service Committees	The Committee has developed an agile approach to working with other Committees, establishing effective pathways between services and agendas. The work of the Community Champions over the year has had a number of positive outcomes linked into priorities within Adult Social Care. Similarly, other council services and Committees, have helped to inform where Innovate and Cultivate funding awards can be bent towards broader council priorities.	<div>Amber</div> <div>Red</div> <div></div>
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	Partnerships Committee@Combined Authority	The Committee has made attempts to develop a formal relationship with the Combined Authority, most recently via the new Business Board. This has so far led to Business Board representative on the new shadow skills board.	<div>Amber</div> <div></div> <div></div>

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	The Shared Services Programme between CCC and PCC is established, and work is ongoing. The Committee received a report on the programme at its October meeting.	Amber
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	As outlined in the Committee report, there has been significant progress in the Committee's work this year to identify issues affecting vulnerable people. This includes the Committee's work on poverty, Armed Forces Community Covenant and the Innovate and Cultivate fund.	Amber
1.9	Develop, agree and oversee delivery of an action plan that trains and supports local Community 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	Achievements include support and better outcomes for vulnerable people via Time banking/Time credits work; an increased involvement of Community Champions in recruiting Reablement workers in priority areas of need; establishment of a Domestic Abuse Champions network. Community Champions are being supported by the committee to improve accessibility to services for vulnerable victims of hate crime. This includes the identification of new 3rd party reporting centres in order to allow the public to access services through independent channels.	Amber Red
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	4th close co-operation with Service Committees	The Think Communities strategy has been agreed, which is working across public sector organisations to help better manage demand for services. As the strategy begins to change the way we deliver services, it will identify new ways of working with our communities to better meet their needs and reduce demand for services in the longer term.	Amber
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	A social media video project developed by the voluntary sector, and commissioned through the Controlling Migration Fund, is well underway. The project develops short animated videos in multiple languages that provide communities with the essential information they need about life in the UK. This would include issues around finding work, education, health care, employment rights etc. The videos are also available in English.	Green
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	A programme has been developed and implemented this year	Blue
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	Procedures around DBS checks have been reviewed and streamlined	Green
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	Work has taken place to support protected groups over this year, including Gypsy and Roma Travellers, women and LGBT communities. The locations of Third party hate crime reporting centres for non English speaking citizens are being considered and (re)introduced where needed and effective	Green
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	County Officer Reps have been identified to link the committee with our Community Safety Partnership (CSP). This is allowing us to tie in with Districts and partners to influence our response to ASB in addition to a wide range of other community safety issues. County research teams are responsible for identifying hotspots and steering tactical responses across all agencies via the CSPs. The reps come together every month to share learning / flag issues across the county and feedback on activity.	Green
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	Board Communities and Partnerships Committee	Cambridgeshire County Council was successful in gaining White Ribbon accreditation in May 2018. A 2 year action plan is in place working towards re-accreditation in 2020. A work programme is being developed focusing on key dates in 2019.	Green

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	Board	Communities and Partnerships Committee	A successful bid has been made with Standing Together to the MHCLG for a 'Whole Housing Approach' to domestic abuse – this includes funding to extend the outreach provision until March 2020. A programme manager for Cambridgeshire will be appointed who will endeavour to look for continued funding.	Green
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	Board	Communities and Partnerships Committee	The countywide DASV Delivery Board, supported by the DASV Operations Group, is taking forward the Violence Against Women and Girls Strategy and associated action plan. This is updated regularly and an update is taken to the Board on a quarterly basis.	Green

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	As set out in the main Committee report, significant progress has been made in identifying work to tackle poverty across the county. Examples include the cross party working group on tackling poverty, time credits and time banking projects	Amber
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		Amber
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		Amber
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	Suported by 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		Amber
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	Supported by Public Health All CCC services		Data methodology and mechanism created to ensure we can measure our impacts	Via action 2.6		Amber
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	work		Amber
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		Green

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 Community 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	Action plan developed..... Learning Disability Partnership, Preparing for Adulthood and Adult Learning and Skills working in partnership to create clear progression paths for young people and adults with learning difficulties. CCC becoming a beacon of good practice in the employment of adults with learning difficulties and autism and working with British Association of Supported Employment (BASE) to provide more informative data to reflect our successes.	ps Committee (review of Community Champions)	There has been significant progress in this area which will be reported to both this Committee and Adults Committee with Councillors providing valuable input into this work showing a particular interest in CCC becoming a beacon of good practice in the employment of adults with learning difficulties and autism and working with British Association of Supported Employment (BASE) to provide more informative data to reflect our successes.	Green Red Green

3.2	Support the Community 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	ps Committee (review of Community Champions)	The Combined Authority has now developed their Business Board in September 2018. The Business Board acts as the Local Economic Partnership for Cambridgeshire and sets the strategy for economic growth. Over the last few months, the Committee has sought to establish strong and effective relationships with the Business Board.	Green
3.3	Support the Community 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	ps Committee (review of Community Champions)		Amber
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	Board@communities and Partnerships Committee		Amber
3.5	Support the Community 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	ps Committee (review of Community Champions)		Amber
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	Board@communities and Partnerships Committee		Red
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	Earlier this year the Committee agreed to establish a new service to lead its Adult Skills work. Good progress has been made in developing the new organisation, with the Shadow Board now meeting on two occasions. Arrangements are on target to achieve full arms-length status by April 2019.	Green
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		Green
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		Green
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		Green
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	Board@communities and Partnerships Committee		Green

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	Board@communities and Partnerships Committee	As set out in the main Committee report, the Committee has led the work on Think Communities which will lead to the strengthening of partnership working across the Cambridgeshire public sector landscape. Think Communities will reshape the public sector delivery landscape to join up services, data and delivery. The Committee has influenced partnership working across a number of organisations, including the Police and Crime Commissioner. This has seen a re-launch of the community safety governance models across Cambridgeshire.	Green

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	Board	Communities and Partnerships Committee	<p>The Local Council Development Plan is in place to encourage parish council development and discussions taking place with potential funding partners to support delivery of the plan.</p> <p>County Council representatives attend each of the District Community Safety Partnerships (CSP) and the Countywide board. Think Communities, the Cambridgeshire and Peterborough shared approach to community resilience, is developing place based pilots to apply the strategy in local settings and links with CSP and Living Well Partnerships.</p>	Green
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	Business 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	Following the agreement of the Think Communities approach, work is now underway to apply the model in the context of reducing, preventing and/or delaying demand for public services. This work will use Think Communities as its core standard, and therefore will have the citizen at its core. The Committee will receive a briefing on this approach at its next Workshop, along with further regular reports throughout the year.	Green
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		Green
4.5	Develop, agree and oversee delivery of an action plan for Community Champions that supports all of the objectives above	Elaine Matthews	May 2018	Refreshed annually	Community Champions	Area Champion capacity	Production of a delivery plan	Partnerships Committee	CCC Service Committees		Green
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 Devolutions submitted	Board	Communities and Partnerships Committee	This work has not progressed, although work is continuing to establish strong and effective relationships with the Combined Authority.	Red Amber
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	Additional external funds have been secured relating to both the armed forces covenant programme and the domestic abuse service.	Green

