

THINK COMMUNITIES UPDATE – JULY 2019

To: **Communities and Partnership Committee**

Meeting Date: **4th July 2019**

From: **Adrian Chapman, Service Director Communities and Safety**

Electoral division(s): **All**

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

Purpose: **To note and comment on the progress made on developing the Think Communities approach.**

Recommendation: **The Committee is recommended to note and comment on the report.**

<i>Officer contact:</i>		<i>Member contacts:</i>	
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1. BACKGROUND

- 1.1 At its meeting in March 2019, the Committee considered the Think Communities approach being developed with partners from across the public sector in Cambridgeshire and Peterborough.

The Think Communities approach, has developed an innovative set of principles and ways of working that the public sector across Cambridgeshire and Peterborough will implement 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

2. MAIN ISSUES

- 2.1 This report sets out the progress made since March 2019 across the 8 identified workstreams.

- 2.2 **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

2.3 Update

The Think Communities model continues to be developed and refined as we continue to engage with, and listen to, strategic partners across Peterborough and Cambridgeshire. Over the last couple of months, Officers have held meetings with:

- CCG
- North & South Alliance
- Health and Wellbeing Board
- VCS CEO Network meeting
- Senior Officer Community Network
- Learning events with Think Community prototype areas

Engagement and support across all partners continues to be strong with stakeholders keen to align their own plans and services to the Think Communities approach. Health partners have also been developing their own approach to placed based working through Primary Care Networks and Integrated Neighbourhood programmes.

Collectively, the council and health partners have agreed to that these approaches should be merged into a single placed based model based upon three core objectives:

1. A collaborative approach to improving the health, wellbeing and quality of life for residents
2. Achieved by working together to create a focused and local approach to service design, delivery and improvement based on the needs of the local population. A single view of place will be created through shared data, intelligence and understanding of local issues
3. The placed based approach will have a common geographical boundary of 30-50k population size, based on GP practices through the Primary Care Network

2.4 **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.

2.5 **Update**

The communications team have developed a comms strategy which includes a number of events across the summer to engage and listen to communities, with the aim to:

- Engage local people across both Peterborough and Cambridgeshire on the issue of their own involvement in their community and the role of local public services.
- The purpose of this work is to:
 - **Explain** - show clearly that the role of public services needs to change if we are to maintain / improve outcomes.
 - **Shape** - Shape our vision and approach to Think Communities – so that we can honestly say we have involved people in the creation of our approach. (Co-creation)
 - **Listen and learn** - Find out what matters to people in their community, and where they would be willing and able to get involved, and where they think our collective efforts should be applied. This would lay the groundwork for future activity, such as a behaviour change campaign. “Better neighbours” or “Pride in your community” campaign.

The Community Challenge will be the first piece of Think Communities engagement. It aims to start the conversation about '*what is my responsibility in my community?*' Whilst the aim is to have a simple challenge, at the same time we want to convey the wide range of outcomes that we need to achieve if all people are to have happy, healthy, safe and successful lives. The team will gather information that provides an insight into what people think are the most important outcomes for them to get involved in, and how local people prioritise where they, their communities and their local public services put their efforts.

2.6 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

2.7 Update

Alongside the community engagement activities that are being planned, work has also been undertaken to develop the Think Communities Place Lead role. These posts will cover each of the district areas including Peterborough to lead the Think Community approach across place. The post holders will

- Coordinate an effective multi-agency team of people working or living in that place from across the public and private sector, health, voluntary and community sectors and others who are all passionate about aligning priorities and working together in a shared approach.
- Develop a shared understanding of community assets, the local priorities of the public sector partners and those of the people who live there.
- Work with public sector boards to shape strategic priorities, share the progress of place team and community activity and develop a system wide approach to unblocking barriers that slow or stop locally led activities or ambitions.
- Create a culture and environment where a coordinated public sector helps local people deliver local solutions to local concerns, resulting in well –connected communities that happily need less intervention by public services.

The posts are currently going through a job evaluation process and it is hoped to have staff in place for October.

2.8 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

2.9 **Update**

Over the last few months, extensive work has been undertaken between the council and health partners to agree the Primary Care Networks across Cambridgeshire and Peterborough. Primary Care Networks are a group of GP practices working together and covering a population size of 30-50k. They will focus on improving primary care services, making General Practice sustainable and primary care collaboration with wider health, care and voluntary services. Primary Care Networks are based upon a national initiative led by the NHS.

Twenty one Primary Care Networks have now been agreed. Whilst these are GP practice base, they will form the basis of service delivery areas that will have co-terminus Local Super Output Areas that will allow public services to collect and share data.

Having an agreed geographic area across the public sector will allow for services to be better coordinated, work with local communities and be able to respond to the specific needs of each place.

2.10 **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

2.11 **Update**

The spokes workstream of the Cambs 2020 programme has provided a great opportunity to consider the role our assets have in the public sector's relationship with communities. Proposals are currently being developed that will see our services being delivered closer to our communities whilst also providing valuable learning on how estates and buildings should be used to further empower communities. In addition to this, work is also underway to further align and support the work of OPE and the Civic Library transformation. Next steps will include understanding our asset portfolio against the recently agreed service delivery areas.

2.12 **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

2.13 **Update**

Discussions have been held between Commissioning and Voluntary Sector on how future contracts and services can be commissioned in line with the Think Communities approach. Over the next few months, work will be undertaken to review the council's commissioning principles and the council will seek to work closer with the voluntary sector to co-design future contracts and specifications.

2.14 **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

2.15 **Update**

In response to Cambridgeshire's new People Strategy, an implementation group has been established to drive and deliver all workforce change across Cambridgeshire County Council - with Peterborough City Council membership, this group will act as the mechanism to deliver workforce reform for Think Communities with the first task being to develop new behaviours that support the Think Communities approach. Connections are also being made with workforce groups across the public sector to understand the work that is already underway to support and influence a 'one public sector' culture within the workforce.

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

There are no significant implications within this category.

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: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	No
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Wendi Ogle-Welbourne
Have any engagement and communication implications been cleared by Communications?	No
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Wendi Ogle-Welbourne
Have any Public Health implications been cleared by Public Health	No

Source Documents	Location
None	