

CABINET	AGENDA ITEM No. 10
4 FEBRUARY 2019	PUBLIC REPORT

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Cabinet Member(s) responsible:	Cllr Irene Walsh, Cabinet Member for Communities		
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DEVELOPING A THINK COMMUNITIES APPROACH AND DELIVERING THE INTEGRATED COMMUNITIES STRATEGY

R E C O M M E N D A T I O N S	
FROM: <i>Adults and Communities Scrutiny Committee</i>	Deadline date: <i>N/A</i>
<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1. Considers and approves the Think Communities approach across Cambridgeshire and Peterborough. 2. Reviews and notes the progress to deliver an Integrated Communities pilot programme, incorporating the work on Inclusive Cities. 	

1. ORIGIN OF REPORT

1.1 This report is presented at the request of the Adult and Communities Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to request Cabinet approval of the Think Communities approach which will form the basis of a shared Demand Management Strategy for Cambridgeshire and Peterborough

To request Cabinet comment and approve the Integrated Communities Strategy delivery plan which forms a key part of the delivery of the Think Communities approach in Peterborough.

2.2 This report is for [Insert name of Committee] to consider under its Terms of Reference No. 3.2.2, 'To promote the Council's role as community leader, giving a 'voice' to the community in its external relations at local, regional and international level, and fostering good working relationships with the Council's partner organisations, Parish Councils and the relevant authorities for Police, Fire, Probation and Magistrates' Courts Services.'

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

Developing a Think Communities Approach across Peterborough and Cambridgeshire

- 4.1 Peterborough City Council's People and Communities Strategy acknowledges the important role communities play in helping to deliver local services and meeting the needs of our residents. This is even more important in the context of reducing levels of funding to local government, an increase in demand for some services coupled with the increased expectations of some of our communities, and our growing (and ageing) population. We need to find new ways to support citizens to find the right solution to meet their needs, including accessing services and support, when they need it.
- 4.2 The Strategy has focused on delivery against a broad range of strategic outcomes for people and communities across Peterborough including:
- Communities supported to understand their needs and where to find help or information
 - Empowering our communities to meet their own needs
 - Developing a sense of 'place'
 - Developing and supporting volunteers
 - Empowering communities to challenge and bid to run services
 - Developing young people

The Strategy remains live and will continue to deliver against these outcomes, including:

- **Can-Do regeneration programme:** The programme covers three neighbourhoods of Peterborough - Millfield, New England and Gladstone. £7.5 million capital core funding has been approved by Council to invest into the infrastructure and physical features of the area to improve the quality of life for people who live, work and visit the area. The programme has identified three strands of investment: Parks and Open Spaces; Community Assets; and Public Realm, and plans to complete the delivery by March 2020.
- **Parish Enablement Programme:** A successful programme supporting Peterborough's Parish Councils is now established. This includes a well attended and annual parish conference which brings together both Parish and Ward Councillors, Local Authority staff, Police and voluntary services to ensure joined up working. Parish Liaison Meetings are held every month to develop action plans including devolution of services / budgets (where appropriate), digital connectivity and support with developing neighbourhood plans.
- **Community infrastructure:** The Communities team continues to work with planning colleagues to ensure that any future planning gain agreements (Section 106 / CIL) are appropriate and investment meets the needs of the community. Projects and funding are matched through the community capacity team's database (which includes suggestions from Ward Councillors/community representatives). Past and current projects include investment into play areas in Stanground, Orton Goldhay and Welland. The team will continue to work with councillors and the community and explore utilising the funding to attract additional external funds from sources such as WREN and the Big Lottery.
- **Community Asset Transfer Programme:** the Community Asset Transfer programme explores options for the sustainable future of 33 community centres, three youth buildings and various sports and recreational facilities, including transferring them into community ownership or management. Peterborough City Council is working with Peterborough Council for Voluntary Services to bring together a programme to build capacity within the voluntary sector to run and maintain the buildings, ensuring future use for the community. The programme will be completed by the end of the current financial year.
- **National Citizens Service:** Continued progress is being made to ensure that as many young people in Peterborough have access to the National Citizen Service programme as possible. 188 young people completed the summer programme between 25th June and 24th August 2018 which is 90% of contracted target. Although our summer numbers were reduced, for the second year in a row we have partnered with Thomas Deacon

Academy to deliver the programme to all of their year 12 students (around 200 young people). We are on target to deliver these figures which would mean that 388 young people would have experienced NCS in the 2018-19 season. This would be an 8.5% increase from the previous year. Over the summer delivery over 5000 hrs of social action were completed supporting community cohesion across the City.

- 4.3 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 public sector 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 Countywide level.
- 4.4 Extensive work has taken place during 2018 across the public sector to develop a shared approach to this work. Since October, this has gathered pace as the urgency for public sector reform has become more acute, and as the drivers to invest in demand management approaches have become more evident. This work has culminated in Cambridgeshire's Public Services Board endorsing the 'Think Communities' approach in November 2018. The Think Communities Approach is attached as Appendix One
- 4.5 Underpinning this are a set of key principles:
- the Strategy or shared approach will need to adopt a strengths-based approach
 - it will need to address the ways in which demand for statutory and sometimes costly services will be managed
 - 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 deliver against the Strategy or shared approach
 - 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.
- 4.6 The agreed collective vision and priorities of this shared approach focus on People, Places and System change.

The approach is to be fully aligned and collaboration will occur where it makes sense and there is agreement to do so. This will allow each partner to work independently and specialise in their own areas of service delivery and expertise, as well as with a shared approach which is compatible and consistent, enabling joint projects to still happen.

The priorities based on People, Places and System include:

- Taking a shared approach to work in areas of high risk and vulnerability
- Understanding and removing barriers for community led activity
- Building capacity for communities to work together for the benefit of all our services
- New Communities and growth areas and hidden communities are priorities for all of us and could benefit from a shared approach
- Introducing system change, taking a broader view to recognise the complexities and allow multi agency conversations with communities
- Supporting communities to develop and deliver their own priorities which will address our needs to delay or prevent the need for costly public service involvement and which may include and go beyond public sector plans, as part of a shared demand

management agenda.

- 4.7 A shared plan for action will be developed as part of the Think Communities/ Demand Management work early in 2019.

Taking the Think Communities approach to Communities: Integrated Communities Strategy and Inclusive Cities

- 4.8 For Peterborough, one of the key opportunities to put the Think Communities approach and demand management strategies into action, is through the City Council's involvement in two key initiatives of national significance.

- 4.9 Following the launch of the Integrated Communities Strategy Green Paper by Government in March 2018, Peterborough was invited to become one of five local 'Integration Areas'. The other four areas are Blackburn with Darwen, Bradford, Walsall, and Waltham Forest. Peterborough was invited to participate in the programme because we have "already demonstrated a keen grasp of the challenges we face and (have) shown a desire to try new things and learn from what works".

Peterborough City Council is also one of six cities also taking part in the Inclusive Cities programme, which is being led by Compas (Centre on Migration Policy and Society). The other cities are Glasgow, Cardiff, Liverpool, Bristol and London. The programme is providing an opportunity to share learning and understanding about how cities in the UK and the USA experiencing significant population change as a result of inward migration, develop inclusive and welcoming communities.

- 4.10 MHCLG requested a delivery plan to test new methods of delivery which can help achieve the outcomes outlined within the Green Paper (<https://www.gov.uk/government/consultations/integrated-communities-strategy-green-paper>) The Green Paper follows the Casey Review on integration in 2016, and proposes ambitions in these areas:

1. Strengthening leadership to drive integration in policy development and service delivery
2. Supporting newly arrived migrants to integrate and improve communities' ability to adapt to migration
3. Making sure all children and young people are prepared for life in modern Britain and have the opportunity for meaningful social mixing with those from different backgrounds
4. Boosting English language skills – which are fundamental to being able to take advantage of the opportunities of living in modern Britain such as getting a job, mixing with people and playing a full part in community life
5. Mitigating residential segregation and supporting people to build strong and integrated communities
6. Increasing economic opportunity
7. Challenging the practices that can hinder integration and equal rights
8. Learning what works in building integrated communities and sharing that learning

Over the summer, a Delivery Plan was developed setting out a number of proposals. This delivery plan incorporates the Inclusive Cities action plan. The plan was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) at the beginning of September and we now have confirmation that Government has awarded funding.

- 4.11 In November 2018, Peterborough was awarded c.£1.6m over 2018/19 and 2019/20. Of this, £1,013,260 is confirmed for this financial year, (including £83,500 ring fenced for Department of Work and Pensions). The remainder of the funding allocation for 19/20 is not yet confirmed by Government, due to MHCLG budgetary processes. A decision is expected in January

- 4.12 The Delivery Plan was led by Peterborough City Council, but co-designed with input from a number of partners including the Department of Work and Pensions, Peterborough City

College, University Centre Peterborough, COMPAS (representing Inclusive Cities) and representatives of voluntary, faith and community sector organisations. It is made up of four key themes:

- a. Increasing Economic Opportunity
- b. Bringing Communities Together
- c. Young People
- d. English as a Second Language (ESOL)

4.13 Under each of the themes, a number of projects and activities have been identified. The programme focuses on developing a system wide approach to achieving integration. A full list of projects is set out in a draft joint Integration and Inclusive Cities action plan in appendix 2, some highlights of which are:

- Establishing a Time Credits programme in Peterborough. This builds upon a successful volunteering programme nationally, and across Cambridgeshire where people can earn rewards for volunteering in the local area. Rewards could then be "spent" at organisations either locally or nationally, such as cinemas, leisure centres, theatres etc.
- Helping people into work through the Job Smart programme - commissioned by the Job Centre, this project will provide dedicated support for those people who face multiple barriers to finding work. This will include ESOL for work courses for people who have little or no experience of finding work in the UK. They will be helped to learn English and supported to apply for jobs, develop their CV and develop new skills.
- Job and career fairs aimed at showcasing new employment opportunities and putting businesses in touch with people looking to develop a new employment opportunity. Again, these fairs will help people to develop new skills they need, or support them to develop their CV etc.
- Developing a community leadership programme that will look to develop and support both new and existing community leaders so that they can help to increase participation between different communities in civic life. This will create a Peterborough civil society alliance "Peterborough Citizens" which brings together community groups from across the city to share experiences and develop a common agenda for the good of Peterborough.
- Launching a Communities Fund that will offer the opportunity for community groups to bid for funds to deliver projects that can bring people together, promote cohesion and can demonstrate innovative ways of supporting people. We expect the fund to be launched from January.

4.14 Projects were originally intended to deliver until March 31 2020, however given the delays from MHCLG in confirming funding, projects will now deliver into summer 2020. At this stage, there is no further commitment from Government towards any further investment, pending the next Comprehensive Spending Review.

Whilst this is therefore a short window of programme delivery, our proposals are focussed on looking at system change and developing a greater understanding of integration issues across a number of areas, which impact on our mainstream business. Much of our work will involve research with communities to understand their issues, which in turn will lead to longer term improvements in outcomes as we develop more responsive services. It is important to also note that Peterborough's role in the Inclusive Cities programme provides an opportunity for national and international learning, and access to research material and support, independent of the MHCLG funding. This will support the delivery of the underlying ambitions in our plan.

4.15

Whilst the council are leading the development of the programme, this is a broader area of work involving multiple partners from the public, voluntary and community sectors. The delivery plan will be overseen by the Peterborough Together partnership.

Peterborough Together (PT) is a multi-agency partnership, consisting of representatives from the public sector, local businesses and community/voluntary organisations. It has initially been

established to oversee the delivery of the ICS but has the potential to do much more.

The PT has ambitions to work across the city to drive forward a vision that will help to bring communities together, develop greater pride, volunteering and active citizenship. This work is in the very early stages and will continue to be developed during the next few months.

5. CONSULTATION

5.1 The Think Communities approach has been co-produced by all Local Authorities across Cambridgeshire and Peterborough, in addition to the Office of Police and Crime Commissioner and now endorsed by the Public Services Board. Wider consultation has taken place throughout 2018 with numerous organisations in the private, public and voluntary sector services.

In developing the Integrated Communities Delivery Plan, there has been input from the Peterborough Together Partnership (a multi-agency partnership made up of representatives from the public sector, local businesses and community/voluntary organisations), and wider consultation across community, voluntary and community sector during summer 2108.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 The positive impact of taking a shared approach to Community Resilience will result in improved outcomes for our communities through alignment of resources.

6.2 Joint investment and delivery within communities will help to collectively better manage the demand for high cost services and will provide a joined up, 'one-team' approach with all eight partners and members of the Network making good use of collective resources, working together to equip local people to help themselves and each other.

6.3 Whilst the funding from the MHCLG for the Integrated Communities Strategy ceases at the end of March 2020, it is our intention to develop ways of working and system changes that lead to sustainable change within Peterborough. The work through the Integration programme is part of a much bigger piece of work looking at how the whole of the public sector can work differently to empower local communities and reduce demand on services.

6.4 This will lead to a city, where people of all ages and backgrounds mix socially, have reduced economic and health inequalities, and can benefit from greater employment opportunities. If successful, this will ultimately lead to reduced demand for council and other public sector services.

7. REASON FOR THE RECOMMENDATION

7.1 Officers are keen to ensure our communities are empowered and supported to become more resilient, that demand for statutory services is managed more effectively, and that outcomes for citizens are improved.

7.2 Cabinet is recommended to approve this report in order to deliver the outcomes within the delivery plan submitted to Government for funding.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 The alternative is for organisations to work more in isolation, each with limited resources and more likelihood of duplication of effort and points of contact with communities.

8.2 Not to accept funding to deliver the Integrated Communities Strategy work with Government. This alternative has been rejected, due to the loss of funding and opportunity to test new methods of delivery which will improve outcomes for the city.

9. IMPLICATIONS

Financial Implications

At this stage there are no additional costs associated with the Think Communities approach. It is anticipated that the partnership will directly support demand management and therefore help reduce costs across statutory services. Some investment to enable this to happen may therefore become necessary, but this will be subject to a case by case business plan.

In November 2018, Peterborough was awarded c.£1.6m over 2018/19 and 2019/20. Of this, £1,013,260 is confirmed for this financial year, (including £83,500 ring fenced for Department of Work and Pensions). The remainder of the funding allocation for 19/20 is not yet confirmed by Government, due to MHCLG budgetary processes. A decision is expected in January.

The grant received from Government will be monitored and managed in accordance with PCC policy.

Legal Implications

- 9.2 There are no legal implications arising from this report.

Equalities Implications

- 9.3 One of the aims of the programme and its delivery is to reduce inequalities amongst all communities, including those from protected characteristic groups.

10. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 10.1 People and Communities Strategy

11. APPENDICES

- 11.1 Appendix 1 - Think Communities Approach
Appendix 2 - Integrated Communities and Inclusive Cities Delivery Plan

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