People and Communities' Strategy

Placing communities at the heart of what we do

1. Introduction – Why do we need a People and Communities' Strategy?

Peterborough is one of the fastest growing cities in the country bringing new housing, jobs and opportunities for the people who live here and attracting new residents from across the UK and beyond. As our city flourishes and the needs and demands of our communities change and grow, we will adapt and respond to these by providing high quality and cost effective services.

The way we have previously delivered services, coupled with financial pressures, means that we can no longer meet the increasing demand placed upon the Council. Historically, councils (and other public sector services) have delivered a universal service to all of our residents. Whilst this approach is effective to meet some of our residents' needs, it can be expensive, inefficient and lack the flexibility to respond to the different requirements that diverse communities face. If we are to meet the present and future needs of our city, then we must explore ways of doing things differently.

The council has always worked with communities to understand their needs and jointly develop solutions. In many cases, individuals and communities play a vital role in helping to deliver local services.

How communities are already delivering services in Peterborough
CASE STUDY: HAMPTON PARISH COUNCIL'S LENGTHSMAN SERVICE
Hampton is an area of Peterborough that has undergone massive growth over the last ten years; over 4000 homes have now been now built with more planned. Residents of Hampton reported an increasing amount of litter in the area, the issue was raised at the Hampton Parish Council meeting. It was decided that the Parish Council would use funds raised through the precept to employ a Lengthsman to clear rubbish from the area. The Parish Council negotiated with the company that provide litter clearing services for the Local Authority and subsequently employed an additional worker to cover the Hampton area. The service has been well received by local residents with people living in the area benefiting from a cleaner and tidier neighbourhood. This is an example of how a programme of participatory budgeting is underway to understand how existing and established community groups can take on or enhance a service to improve their community.

What is a community?

We know that communities come in many different shapes and sizes and can be defined in multiple ways; by geography, ethnicity, gender, age, faith and so on. We use the word 'community' to mean a social group of any size that shares common values. As a result, Peterborough has multiple, complex and cross cutting communities, each with their own needs and issues that require different models of support. A key function of the council in the future will be to facilitate and enable organisations to deliver the right services and support to a diverse range of communities.

There is a great deal of expertise and knowledge within our communities and a willingness to help people through sharing learning and support in the city. We will build on this to ensure individuals and community organisations have the skills, information and support to deliver more services and help people in their local communities.

One of the key ways in which community organisations can help is in providing early help to individuals in need. By getting the right support early, it can help to prevent or delay problems from escalating. This could include preventing people from becoming homeless, stopping people getting

into debt by providing basic money management, or delaying the onset of more serious health conditions.

This document sets out the framework of how the council will transform the way in which we deliver our services and the role that community and other partner organisations will have in meeting the needs of our residents. More detailed strategies will be developed that will demonstrate how the building blocks (see section 6) of the framework will be delivered.

This transformation will increasingly need to focus on enabling communities and individuals to better support themselves. This means moving away from models of service delivery that treat the public as passive recipients of services to a model based on reciprocal arrangements thereby supporting the best possible long term outcomes for individuals through:

- preventing or delaying access to high cost specialist services
- building a strong community infrastructure
- building more confident communities.

Early help and prevention

Our partners can help us to focus more on prevention and early intervention which can help to reduce the impact of problems escalating and reduces the cost to the council and public sector. We know that many people won't ask for help until a problem has become unmanageable. We need to make it easier for people to find the support they need earlier and encourage people to support themselves, so that more serious issues can be avoided.

As set out in the Council's Health and Wellbeing strategy, access to the right information at the right time can help people to better manage health conditions and prevent longer term health issues from developing. Better information, advice and support can help to reduce health inequalities and therefore manage demand on our health services. The strategy will support and complement the ambitions of the Better Care Fund to achieve an integrated health and social care system that everyone can benefit from.

Early Help and Prevention
CASE STUDY: CONNECTING FAMILIES
In Peterborough, we believe in working with families and communities to provide children and young people with firm foundations in life so they can be happy and healthy, build resilience, achieve their aspirations and simply 'be their best'. We always aim to provide help for children and families early in life and early in the development of a problem. The Connecting Families programme is directed at families with multiple and complex needs across at least two categories, which include, for example, involvement in crime or anti-social behaviour, domestic abuse and children who are not attending school regularly. We are identifying families with these types of problems at an early stage, before the issues become entrenched. The programme helps participants to find work, manage relationships and improve their parenting skills and money management. The programme aims to tackle the root causes of the problem, not just the symptoms, so families can be happy and healthy and thereby reducing the demand placed upon the Council.

2. Our Vision

Our vision is to ensure that people in Peterborough can live in a strong and vibrant community that works in partnership with the council to:

- protect the most vulnerable people and communities
- maximise the health and wellbeing opportunities for individuals

- provide the right level of information and support to individuals so they can make informed choices on the services they need
- redesign services with community organisations to be more responsive and better meet the needs of individuals.

We will deliver this vision through the following priorities:

- **Equipping people and communities with the information, tools and capacity to manage demand on public services** – Our aim is to enable communities to identify who might need support and where they can go locally to find help, for example through local networks and community organisations who can provide information and services. Through working with community organisations we can identify vulnerable people and ensure that they receive the right services at the right time.
- **Developing an effective and robust Voluntary, Community and Faith sector that can support people and communities to manage their needs** – we already work with a whole range of organisations such as housing providers, charities and faith groups to deliver services and provide essential support. We want to do more to support the sector by ensuring that local organisations have the skills, capacity and access to funding.
- **System leadership is central to our overall vision** - the Council, the Voluntary, Community and Faith sectors and other partners will take collective responsibility for leading, co-ordinating and delivering sustainable improvement.

If we are to be successful at delivering this strategy, then the Council needs to work with other organisations, including the police, health organisations, businesses and the civil sector. This will allow us to improve delivery of services and better support individuals and communities to help themselves.

3. Why things need to change.

- **Rising demand for services**

Peterborough is one of the fastest growing cities in the country with an estimated population of 188,000. By 2021, it is estimated that the population will have grown to 220,700 with higher numbers across all age ranges but particularly in both school age residents and those over 55 years old leading to increasing demand for services.

We know that many people who need to use the council services, also need support from a range of different organisations often at the same time, for example between care settings, hospital and their own homes. We need to work more effectively between these different organisations to share information and design joint outcomes that ensure collectively we deliver the right services, at the right time, in the right place.

- **Less money in the public sector**

Since 2010, the size of the public sector has been shrinking both locally and nationally as funding provided by Government is reduced. Much of the budget and control once held by Government has been devolved to local organisations such as schools and doctors. Local communities have formed social enterprises that are starting to deliver services that were once delivered by the local or national government. Across the country, communities are now running former public buildings that deliver services.

How communities are already delivering services in Peterborough
CASE STUDY: PASTON FARM COMMUNITY CENTRE
The Paston Farm Centre was historically used for youth provision in the City, but fell out of use following a reduction in funding in 2013. The Local Authority worked with a group of local organisations and residents, called the Paston Community Foundation, which included The Voyager Academy, Age UK, Families First, Cross Keys Homes and Sustrans to secure the future of this community asset.

> The community asset transfer took place in 2015 and Paston Farm Community Centre is now operating as a successful social enterprise and run entirely by the community. There are a number of services now on offer including a thriving community café, adventure playground, a boxing club, as well as offering a traditional community centre place to hire for social events.
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> Community asset transfer encourages the involvement of local people in shaping and regenerating their communities and, as evidenced here, can promote economic regeneration through the development of community enterprise.

We remain within an extremely challenging financial climate which has seen funding to the council cut by £44m in the five years leading up to 2015/16. To continue to meet our high standards we need to deliver our services in new ways such as promoting the use of technology, encouraging self-service and collaborative working with our partners and the community, to both save money and develop joint solutions to multi-agency problems.

- **New legal duties for Local Authorities**

Legislation changes such as the Care Act and the Special Education Needs and Disability (SEND) reforms have placed significant new duties on all local authorities.

The Care Act sets out a range of additional statutory duties relating to the prevention agenda. It is critical that the care and support system works proactively to promote wellbeing and independence, rather than simply waiting until people reach crisis point. The Care Act places a duty to provide or arrange services that can prevent or delay the need for care and/or support for adults and carers. Our approach will be focused in the following areas:

Prevent: Through providing services, facilities or resources that helps an individual avoid developing needs for care and support.

Reduce: Through more targeted interventions aimed at individuals who have an increased risk of developing needs. This might also include undertaking screening for triggers, for instance to identify individuals at risk of developing specific health conditions or experiencing certain events (such as strokes, or falls).

Delay: Through interventions aimed at minimising the effect of established or complex health conditions (including progressive conditions, such as dementia) and supporting people to regain skills. We will aim to maximise independence for those already with such needs, for example, interventions such as rehabilitation/re-ablement services, e.g. community equipment services.

- **Delivering targeted services not universal support through a commissioning council**

Our overriding objective remains that the most vulnerable people in our community are supported. In the past, we have achieved this by directly delivering services to a large number of people with varying needs, ensuring that everyone had an equal access to support and help. We will continue to ensure that we reach the people that need us most, whilst helping people with less serious needs to find the support they need via alternative means. This could be through our website, local charities or community organisations.

We are a commissioning led Council, which means that we will deliver better outcomes for our customers through identifying the most efficient, effective and economic models of service delivery. This may mean the Council continues to deliver services on its own or in partnership with other local councils. It may also mean that services in future are delivered directly through other agencies and organisations, or as a partnership between the Council and other organisations. There is no one size fits all approach and the right commissioning solution will be developed for each individual service. This will provide us with a range of different abilities, skills and knowledge to enable targeted services to be delivered in the right place at the right time to the right people.

This approach offers significant benefits to local residents and businesses alike. Services will be delivered in more efficient ways, stimulating local enterprise by creating new markets in the provision of local services, and an increased emphasis on the scrutiny of those services. Our strategy places people, families and communities at the heart of what we do, through developing resilience, taking personal responsibility and accessing help and support that is appropriate.

4. Rethinking our Services

These challenges mean we need to think differently about how we deliver our services. In future, the council will have fewer direct services available and these will be targeted at the people most in need. This means that we need to find different ways of reaching people with less urgent needs so that they can still receive support.

Our approach to service delivery will see the council undertake a comprehensive review of all of its functions and services. We will explore options for alternative models of delivery and commission the most cost effective and efficient provider for each service. This may mean that the council continues to deliver a service, or that it is delivered by a private organisation, charity/not for profit organisation, or by a community group.

Whilst the council will be doing less in terms of direct delivery, we will be doing more to ensure that communities are better equipped to help themselves. We will work with community organisations (including Parish Councils) to build their capacity, skills and knowledge so that they can help support people earlier and prevent problems from getting worse.

- **Shared outcomes across the public sector**

The public sector both locally and nationally is undergoing rapid and radical change. Whilst public sector organisations have always sought to work in partnership, there have remained barriers between organisations that have inhibited the effectiveness of joint delivery. This might include sharing of data and intelligence, cultural, structural or resources implications. The result of this has meant that in many cases, public sector organisations are spending money on the same individuals or families to tackle problems. For example the council spends 60% of its funding on just 5-10% of the population with other organisations similarly spending a disproportionate amount.

The reduction of funding across all parts of the public sector has meant that organisations need to work more openly across boundaries having shared delivery, outcomes and funding. Over the last 18 months, the council has taken a proactive approach to this and has developed a stronger relationship with Cambridgeshire Constabulary, which has seen police and council staff share office space at Bayard Place. This has led to much closer working between the organisations with shared resources, intelligence and a joined up approach to tackling operational issues. Following the success of this approach, we are expanding this model to work across other partners in the city and county.

- **Managing demand through digital transformation**

We are embarking on an ambitious transformation programme that will ensure that customers have greater choice and control of how they engage with council services. We are redesigning the way we deliver our services to the people we serve to always put them first in everything we do.

Our vision is to deliver needs led, easy to access customer services however people choose to contact us. We will put them at the heart of what we do, to ensure that we continue to deliver the right services, by the right people, at the right time, in the right place and at the right cost.
This transformation programme will help us to deliver our core values to all of our customers whether they are residents, businesses or visitors to our city.

This involves undertaking a comprehensive redesign of the way in which we communicate. The emphasis will be on improving the way in which customers can access information about their needs and the way they can access support.

Investment in this approach will manage demand and reduce cost, whilst also providing an improved service. This will lead to easier to access services for our customers ensuring that they can find the information that they require, without the need to always speak to a Council officer.

5. The Role of Councillors

Our Councillors have a proactive role to play as community leaders within their communities creating better engagement between public sector, voluntary sector and community leaders. Councillors are intrinsically linked within their communities and are often the first point of contact for individuals, groups and local organisations.

Councillors facilitate the flow of information and intelligence between local communities and the Council, both in identifying issues and opportunities, and in providing the intelligence local communities need in order to have the right support and help to meet their needs.

Councillors have a critical role in identifying key people within communities that can identify creative solutions, build local partnerships and enhance community based provision.

6. Co-production of services

We believe that the voice and experience of service users, residents and business are essential in designing how our services should look in future. This isn't simply about consulting people affected by change, but involving people from the start of any review to jointly work towards service redesign. This is known as co-production. Whilst there are different models of co-production across the country, the principles we will follow are:

- Equal partners – all partners (including the council) are equal with no group or person being important than any other.
- Inclusive partners – we work with individuals and organisations to ensure that a diverse range of backgrounds and needs are represented for example, disability, ethnicity or older people.
- Trusting partners – we will be open and honest in all of our dealings and deliver on our promises.

Co-Production of Services
CASE STUDY: LOCAL OFFER
From September 2014, in accordance with the Children and Families Act, all local authorities must publish and review information about services available for children and young people with special educational needs and disabilities (SEND), who are aged from 0 to 25 years. The aim is to improve the Special Educational Needs system, enhance the quality of life for families living in the local area and ensure the best outcome for children and young people. It is essential for parents, children and young people to be involved in developing this local offer, so the Council has been working in close partnership with Family Voice (Peterborough's Parent Carer Forum) and with a wide range of parents and carers. Families and young people have been involved in the development work. There are parent representatives on the Local Offer task and finish group and wider consultation with parents/carers has also taken place. Parents' involvement has ensured that the information we publish is as clear and as jargon free as possible, concise but with sufficient detail to be able to see what services are on offer and available in both web based and paper form.

7. How will we deliver our strategy – our building blocks

We recognise that our People and Communities' Strategy sets out a different way of working, one that some of our communities will not be used to. Whilst there is undoubtedly an abundance of skill and competence that exists within the communities of Peterborough, we recognise that the Council may need to offer support to communities in delivering the intentions of the Strategy. This will require

a changing role for the council as it moves from traditional service delivery to an enabling role in support of communities, groups and other organisations.

The building blocks outlined below, detail what needs to be in place to ensure our communities can support and deliver our vision. We have set out both the role for the Council and the role for communities in achieving some of these aims, these form the basis of the building blocks from which more detailed delivery plans will be developed.

Building Block 1: Communities understanding their needs and where to find help or information		
We acknowledge that there is a great deal of expertise and knowledge within our communities. Our experience of working with established groups such as Parish Councils, Community and Resident Associations evidences this and we will build on these relations to deliver the vision of the People and Communities' Strategy. To complement these relations, we hope also to build on the links and intelligence via our Community Connectors to reach communities that are not so well engaged.		
Role of Communities	**Role of the Council**	**Possible Actions**
Communities understand and are receptive to the new ways of working and understand the significance of their role. Community networks to undertake community needs assessments in line with their work focus. Community networks to adopt the appreciative enquiry approach to understanding positive pathways for individuals and navigate to appropriate places of support.	We will develop a single view database of citywide and localised resources. We will develop navigation processes for information and guidance to enable self-help.	Undertake assessment of social networks across all areas of the city. Have a single point of information to ensure community networks are aware of information and how to access. Establish static and mobile community hubs where self-serving information can be easily accessed, navigation support provided and support to self-serve.
How will we deliver this building block and by when?		
Much of the work required to fulfil the delivery of this (and other) building blocks will be developed via the Customer Experience Programme's Investing In Communities (IIC) Project Team. The Team has been established and will work throughout 2016 to support and engage community organisations to pilot and subsequently role out the actions above. The IIC project team will commission the mapping of all existing groups in Peterborough and canvass each to clarify their role, scope and ability for expansion. All of this information will be collated in a publicly accessible database. This will be the first practical exercise for the group which should commence in February 2016. Underpinning all of the work within the Customer Experience Programme will be on-going clear communications to the wider community of Peterborough. These communications will reflect the key messages contained within this strategy and provide suggestions for how the community can respond and how they can find more help, information and advice.		

Building Block 2: Empowering our communities to meet their own needs

We are currently in the process of developing an operational plan that offers the opportunity of training to enable current service users, family members, parish councils, voluntary sector and the wider community to self-help and serve others.

We are already engaging with many existing and newly formed groups with the transfer of community assets to community management as well as working with local interest groups to form new community councils in the urban areas of the city.

Increasingly, and predominantly amongst community groups, we are collaboratively exploring how services could be delivered more effectively at a local level, including youth work, running of local amenities such as community centres and maintenance of local landscaping. The learning from our work with Parish Councils will be shared with other Parishes and interested groups to demonstrate ways in which this work can be taken forwards.

These initiatives must be driven by communities and supported by the Council to enable and support delivery.

Role of Communities	Role of Council	Possible Actions
Create focused community led groups to work with the council and its partners. Develop business plans that demonstrate how community led groups can take on the running of a service if budgets are developed to a local level.	To encourage and support communities to work collaboratively with the Council and partners. We aim to have a better understanding of what PCC services can be delivered by the community and voluntary groups. We wish to determine the best vehicle for delivering these services or a combination of services. We aim to have a full understanding of the need, develop and enable any volunteering services required. We are committed to enabling access to digital technology to support and enable self-help. We aim to deliver training (including ICT) to the community to develop their capabilities. We will determine clear pathways and models for devolving budgets, responsibilities and decision making to the	Support local interest groups to develop Community Councils / Community Interest Companies. Create action plans with identified groups that will work in partnership with services to enable the community to take ownership of their own environment, to support themselves to create resilient communities - Self- Serve - Devolved services - Community Asset Transfers - Time Banking.

	community where a community wishes to take this on. • We will establish a transparent and equitable governance framework for the commissioning of initiatives with the voluntary and community sector	

How will we deliver this building block and by when?
We will support existing and emerging community groups or individuals who wish to explore the delivery of services through three clear pathways: • **Enterprise Pathways** – Clear Journey of support for voluntary sector organisations, community groups or parishes to develop their governance, business plans, operational procedures, procurement procedures and quality oversight. • **Service Enablement Theme Pathways** – Upskilling support for appropriate groups to deliver specific pieces of work around a theme or in an area that may need more quality oversight. • **Volunteer Pathways** – Clear co-ordinated pathway of support for volunteers to help them gain the skills and abilities they need as well as signpost them to appropriate supported volunteer opportunities within the themes. By working in this way together with communities we are also building new safe, strong cohesive communities. This also includes the supporting and empowering of young people to participate and even establish groups to contribute to the places they live as outlined in Building Block 8 of the People and Community Strategy.

Building Block 3: Voluntary, Community and Faith sectors have access to funding, skills and capacity to support communities
It is acknowledged that the existing funding arrangements with voluntary, community and faith sectors across the city are in part based on historic rolling arrangements, which may not continue to meet the needs of the communities within the city. Therefore it is proposed that a new approach to commissioning with these sectors will be undertaken with the intention of creating a single point of funding, which funds based on evidenced need and contributes to the visions of the voluntary, community and faith sectors as well as the local authority. This approach, referred to as an innovation partnership, will be the first of its kind, yet to be undertaken by any other local authority. The premise of the approach is to create an equal footing on which funding decisions are made and to have an entirely transparent approach to the distribution of funding, based on evidenced need which contributes to the overarching vision of the partners. Additionally, there will be work undertaken to establish some enterprise pathways for groups who want to become established organisations in the city. This will enable groups to access funding outside of the council to support their ongoing work and to identify new projects.

Role of Communities	**Role of the Council**	**Possible Actions**
To act as sector representatives on the innovation partnership to help identify trends and problems within their areas	To establish and host an innovation partnership to support the appropriate commissioning/funding of services with the voluntary,	To co-produce a service specification and scoping document for the innovation partnership and enterprise pathway.

and seek to offer innovative solutions to resolving the identified problems. There will also be a role for decision making, and that is to collectively decide the most appropriate areas for funding based on the options which are presented to the innovation partnership. Identify funding opportunities from alternative streams to support ongoing and new projects.	community and faith sectors. To map existing services against demand to ensure provision meets needs and identify any gaps for development. To commission an enterprise pathway for new organisations to become established in the city.	Appoint an independent chair of the innovation partnership. To invite representatives to sit on the board of the innovation partnership.

How will we deliver this building block and by when?
The Innovation Partnership is expected to be established by December 2016. The partnership will start to commission contracts and services from April 2017.

Building Block 4 : Developing a sense of 'place'
A sense of place is a unique collection of qualities and characteristics – visual, cultural, social, and environmental – that provide meaning to a location. Sense of place is what makes one city or neighbourhood different from another, but sense of place is also what makes our physical and social surroundings worth caring about. Peterborough has a proud and long history and whilst the city has undergone rapid change in the last few decades, it is important to acknowledge the heritage that has played a vital role in shaping Peterborough today. Not all areas of the city benefit from having recognised community led groups or social networks that could develop or co-ordinate activities or initiatives to benefit an area and so we are committed to supporting the development of such groups. Some areas across the city are currently developing Neighbourhood Plans and the Parish Liaison Forum have recently co-produced a Rural Vision for Peterborough.

Role of Communities	Role of the Council	Possible Actions

Establish focus groups to plan, organise and run local celebration events.
 	
Mapping of the attributes that they feel reflect a model community.
 	
Identify problem solving activities that bring people together in a common cause leading to achievement of well-being.
 	
Identify community capacity in an area e.g. a retired carpenter who may be willing to train younger
	The council will support local groups to enable their ideas and signpost to where community groups can find further information and advice.
	
	Support Parish Councils and other groups (where requested) to develop neighbourhood plans.
		Assess the customs, spiritual/religious beliefs, way of life, and social organisation of a particular neighbourhood or group.
		
		Understand how people interact with their environment.
		
		Establish networks are will enable regular:
		
		    o Community newsletters
		    o Community projects (outside clean-up)
		    o Annual celebrations
		    o Special fun days

members of the community, some unused land that could be used for a communal facility, unemployed youth who can provide energy and enthusiasm, trustworthy community members willing to put in time and efforts to design a community project.

How will we deliver this building block and by when?
Please refer to Building block 1 for how these objectives will be met.

Building Block 5: Developing and supporting volunteers

Volunteering can be an incredibly rewarding experience for many people. It can help people to with their personal or social development, learn new skills either as a route to employment or just for their own fulfilment. Volunteering can make people feel a part of the community and helps to develop civic pride and can be way of helping to deal with isolation and loneliness.   Many other people undertake informal volunteering every day, such as helping a neighbour, friend or their community.

For organisations, volunteering can increase the skill levels amongst the work force and introduce new ideas, experiences and perspectives.   Volunteers should be able to access flexible volunteering opportunities that consider individuals' diverse needs and overcome barriers to getting involved.

For people who are seeking work, volunteering can highly beneficial in developing a routine helping to deal with barriers to work such as anxiety or depression. Job seekers can gain new skills, confidence and experience through volunteering which can help lead to employment.

Peterborough has a rich history of volunteering in the city and has hundreds of organisations who rely of the skill, dedication and experience that volunteers bring. Volunteers play an essential role in helping to shape and improve the communities in which we all live. Many services in the city could not be delivered if not for the time, passion and dedication that volunteers bring.

The council provides funding support to the voluntary sector through a range of commissioned services and grants.

Role of Communities	Role of the Council	Possible Actions
Volunteers come from a range of diverse communities and backgrounds and provide support, advice and assistance to individuals, families or community organisations. Communities understand and value the role that volunteers play. New volunteers find it easy to volunteer and feel supported in their roles.	We want to promote more opportunities for people to volunteer, both within the council and across our partner organisations. We will recognise and celebrate the role that volunteers play in working with vulnerable people, looking after our parks and green spaces, supporting young people and schools or organising community events.	A citywide volunteering strategy is developed by the Council and our partners, to provide a joined-up approach to volunteering. Facilitate volunteering opportunities across partner organisations. Explore developing a Timebanking initiative that brings people together to help each other and 'deposit' their time. Explore ways of providing volunteer opportunities within the

Vulnerable people are encouraged to volunteer to help foster their personal and social development. Voluntary, public and private organisations across the City are encouraged to develop their Corporate Social Responsibility	We want volunteers to have a greater say and ownership to tackle the issues that matter most in their communities.	Council to help people gain new skills and get back into employment. Recognise the contribution that volunteers make. Explore ways of engaging new volunteers from diverse communities. Explore the use of 'crowd sourcing' where an online volunteer community is created to share expertise and learn new skills. Volunteering opportunities can be matched to potential volunteers

How will we deliver this building block and by when?

By the end of 2016, the council will aim to commission an organisation from the voluntary and community sector to lead volunteer co-ordination throughout the city. The council will co-produce a volunteering strategy with this organisation setting out how potential volunteers will be recruited, supported and provided with a broad range of opportunities that can match the skills, experience and needs of potential volunteers and organisations across the city.

Building Block 6: Communities are involved in decision making through consultation and engagement

Community engagement and consultation are key elements of understanding communities which can lead to greater public involvement and solutions to local challenges faced by society. Often community based solutions are not only cost effective to delivery, but can lead to a greater understanding of the root causes of issues and identify longer term prevention strategies.

In order to have effective community engagement, key contacts within communities need to be identified. The council has established multiple community links within each community that can reflect the different and unique segments based on different protected characteristics and other groups. A strong rapport with each community must be established so that mutual relationships based on trust and frank dialogue can be established. We will ensure that we communicate with communities and that all messages are targeted in an appropriate medium to suit the audience.

It is absolutely essential to involve the community contact with wider developments taking place across the council and public sector. Providing the opportunity for all communities to have their say and engage with formal and informal consultations ensures that community voices are heard and local people have the chance to be involved in decision making. In order to maintain effective relationships, it is crucial that any hurdles encountered are discussed with a view to find solutions together.

The overall ethos of community engagement and consultation is there is no hard to reach group but it is our approach which needs to be critically re- examined to ensure that one size does not fit all.

Role of Communities	Role of the Council	Possible Actions
To form community groups or support existing community networking with a view to reflect their needs. To work together with service providers and other partners to find solutions for the challenges faced by society. To take up an active role of a critical friend to advise the Council and other service providers in order to provide cost effective services to the community.	To establish effective links with key community contacts. To provide networking advice with the Voluntary and Community Sector organisations as well as other established community groups. To provide support and signposting to investment into infrastructure so community networks can be empowered to serve community needs effectively. To provide a framework and levelled platform to community groups to voice their opinions including both positive and negative feedback.	Developing contacts and relationships with community via Community Connectors and all available service providers. Identify funding sources, frameworks and support under which the right service can be provided by the right group at the right time. Enhance existing frameworks such as Cohesion and Diversity Forum, Disability Forum and other similar structures where multiple service providers and community groups can come together to discuss the best solutions for community needs and build community confidence that these networks are able to influence and shape policies.

How will we deliver this building block and by when?

This building block is being led by the Community Cohesion team and its outcomes are a key part of their role. The team works closely with the Community Connectors to develop strong relationships with community organisations and activists. Developing and maintaining effective community relationships is an ongoing function of the team.

This work is done through sharing essential information about council and partner activities as well as understanding community needs. The Community Cohesion Team and Connectors provide a focal point for the role and its progress is monitored through Safer Peterborough Partnership and the Cohesion and Diversity Forum.

Building Block 7: Empowering communities to challenge and bid to run services

The Local Authority alone cannot make an area a great place to live – the local people do. Until now, however, many people have found that their views and ideas have been overlooked. They have had limited opportunity to get involved and tackle problems in the way they want and yet volunteers and community groups can often carry out some of the most innovative and effective work in communities.

The Localism Act passes significant new rights direct to communities and individuals, making it easier for them to get things done and achieve their ambitions for the place where they live.

For example, localism allows community groups (including parish councils) to have the right to express an interest in taking over the running of a local authority service. The local authority must consider and respond to this challenge; and where it accepts it, run a procurement exercise for the service in which the challenging organisation can bid. This makes it easier for local groups with good ideas to get directly involved.

Role of Communities	Role of the Council	Possible Actions
Community groups to register all asset of community value

Community groups to explore the possibilities of taking on the management of community assets.

Community groups to explore the possibilities of taking on the delivery of services in their area.

Community groups to consider working together to maximise social enterprising opportunities. | We have a register of assets of community value available on our website together with instructions for how to nominate assets. We will provide technical support and advise to support community groups to develop their Neighbourhood Plans. Seven areas across Peterborough have been designated as neighbourhood areas. We adopted a Community Asset Transfer Strategy (CAT) in 2013 to ensure local groups have the opportunity to bid to manage local facilities and for how services can be devolved to community groups or parish councils. We adopted a new Parish Charter in November 2015 in recognition of the role parish councils play in their area and how relations can be strengthened. | Enhanced register reflecting all assets of value across the city.

Neighbourhood plans are adopted.

Principles of the CAT Strategy utilised throughout the review of community facilities and more buildings transferred to community led management

Establishment of social enterprises across the city.

Pathways in place to respond to local requests to enable quick and effective delivery of services at a local level. |

How will we deliver this building block and by when?

The Pathways outlined above (and as described in Building Block 2) will be developed throughout 2016. We will continue to work with Community organisations to support their development of their Neighbourhood Plans and expect to see these adopted from late 2016 onwards.

Building Block 8: Developing young people

Supporting Young People to feel part of the place that they live, co-design their environment/services and understand their rights and responsibilities is crucial to the development of Peterborough's People and Communities Strategy. When young people feel disenfranchised, isolated and uninvolved there are clear examples of the consequences that can occur. In 2011 riots broke out in London and across the country which led the Prime Minister to blame a 'moral collapse' and 'broken society'. This was in part, due to the opportunistic nature of the actions of predominantly younger adults and the clear demonstration that they did not feel connected to their environment.

Although this is an extreme example, it is clear that a robust building block around young people and citizenship through the People and Communities' Strategy will help to create more cohesive, productive, healthier and happier lives for all concerned. It should be noted that the onus will also be on adults to think differently and challenge their own perceptions of young people and the way that their communities are shaped. Young people's citizenship cuts across many actions within the other building blocks.

Role of Communities	Role of the Council	Possible Actions
Young People will be thought of positively as an asset to be invested in, not a problem to be solved. Young people will be empowered to participate in focus groups, consultation and mapping. Young People will be empowered to be involved in problem solving as active citizens and will be involved in higher level decision making. Volunteering opportunities will be created specifically for young people to enable social action to be undertaken for the good of communities. Young People will be encouraged to develop skills that will help them to develop and meet their full potential. Young People will be enabled to meet others from different backgrounds, faiths, ages and abilities to build tolerance, respect and understanding.	To support and empower communities to understand the contribution that young people can make to the places that they live. To support and empower communities to develop the skills and abilities to engage and interact with young people in a meaningful and proactive way To support and enable communities to develop suitable volunteering opportunities and social action projects. To advertise and communicate volunteering opportunities for young people across the City. To ensure that Peterborough can offer national and local programmes that support the development of young people's citizenship. The local authority will set the standards and tone for involvement and engagement of young people, leading the development and co-ordination of the sector to ensure that opportunities are provided across the City. We will empower young people to develop their place in society, We will work with young people (particularly from deprived backgrounds) to raise their aspirations around developing a healthy lifestyle	Develop youth work training and information on the website for community groups. Develop an enablement pathway for Youth Work and Citizenship which includes support, advice and guidance for community groups to deliver their own Youth Engagement. Create better links with Peterborough Council for Voluntary Services and investigate national volunteering schemes for young people that can be published on a volunteering hub for young people. Continue to expand the Duke of Edinburgh, National Citizens Service, Princes Trust and other Youth Work Opportunities for Young People. Continue to develop the Quality Assurance, Training Outcomes Framework for the sector across the City and support community deliverers to be linked up through digital forums and social media.
How will we deliver this building block and by when?		
Much of the work required to fulfil the delivery of this building block will be developed via the Customer Experience Programme's Community Investment Stream with all of the actions in this Building Block delivered by January 2017. A number of actions, such as the creation of a Youth Enablement role, will be delivered by April 2016.		

Building Block 9: Prevention and Early Intervention

Prevention and Early Intervention is completely dependent upon having a clear understanding of need including the challenges and problems that individual families face, and once we understand that, ensuring that right support is provided. Our focus is:

- One assessment that gathers all the information about the family in one place
- One Lead Professional who is the first point of contact for the family
- One action plan that the family and partners co-produce to plot and measure progress and impact

Peterborough has for the last five years been developing a model of empowerment for Early Help which is based upon partner organisations across the city taking on the role of Lead Professional. These Lead Professionals are trained and supported by a small core team of council staff and this model provides us with a workforce of between 300-350 staff.

Role of Communities	Role of the Council	Possible Actions
Families are supported to engage and use self-help options for accessing support and information. Partners, which includes charities and faith organisations actively engage in the Early Help Process and actively promote it to continue to embed the empowerment model. Community based support groups such as Parents United, Second Generation (grandparents as parents) and Family Voice engage in providing support to families and maintain an open dialogue with the authority in terms of demand management. Charitable organisations such as Adfam and Relate continue to work closely with all partner organisations to maintain and increase, where relevant, use of and promotion of their services to families. Families supported through Early help are encouraged and supported to engage with volunteering opportunities to help other families in similar situations. Communities continue to develop additional self-help groups as demand dictates. Community groups make	Develop the concept of one front door from the perspective of the family / service user preventing recurring requests for support. Support Lead Professionals to support families through a solution-focussed approach. Gather information from the family and Lead Professional once and share this effectively. Work pro-actively with local charities and faith organisations to enhance provision and fill gaps. Ensure a differential support package is available to those families with greatest need through the continued use of multi-agency panel processes. To support professional and community groups and volunteers to have an awareness disabilities and make reasonable adjustments to services.	Contribute to the development of an enhanced self-help information service for families. Contribute to the development of a specialist advice and information service as part of the new front door to provide specialist support to partners. Commission services where evidence demonstrates there is a need for it and it has a positive impact. Invest the Payment by Results revenue in preventative work as far as possible. Continue to train partners in the use of assessment tools to help empower families to make positive changes to their lives e.g. Outcome Star. Pilot a volunteering programme of family support as a planned exit strategy to help remove the dependency of some families on continual packages of support.

reasonable adjustments to accommodate the needs of children and adults with disabilities.		

How will we deliver this building block and by when?

A number of the actions highlighted in this Building Block are already underway and are linked to the Customer Experience programme, for example families' ability to access information and support from a self-help information service, the majority of these will be delivered in 2016.   In addition:

- Work is underway to establish Information Sharing Agreements (ISAs) with partner agencies and organisations to ensure appropriate information can be shared and families only need to tell their story once. Timeframe for having ISAs in place is April 2016.
- Piloting of a volunteer programme to support families who have been supported by a period of High Level Family Support to then be supported by a volunteer, until they are confident and strong enough to manage without support. 6 Month pilot commencing January 2016. Joint project between PCC and a Peterborough based third sector organisation.

Building Block 10: Health and Social Care Services

Peterborough has increasing numbers of people with one or more complex health condition often due to improvements in health care and increasing life expectancy. We want everyone to play an active part in their community, with those who require care and support able to receive this as close to home as possible.

Health and social care partners have agreed the following objectives to be achieved by 2019.

- Access to services will be less complex, with the provision of web based information and guidance allowing self-access;
- People will only tell their story once as assessment functions are joined up and Information is shared across health and social care;
- Citizens will have greater choice and control over their lives and greater support in self-care;
- People will have greater self-awareness of how to improve their own health and wellbeing through prevention of illness and healthy lifestyles;
- Local communities and individuals will be healthier, live longer and more independently;
- Hospitals and long term care will be last resorts and used only when there is an absolute need that cannot be met outside of these environments; and
- Organisations will be joined up and will work together to share resources and learning.
- Improved engagement with the Voluntary Sector and the Community to support prevention at every level.

The focus is to make an individual's journey through the health and social care systems as simple as possible and based on creating and/or maintaining independence.

The individual's perspective will become the key organising principle of our service delivery – they will receive the care that they need, at the right time and driven by their needs.

One of the key features of our community approached is the creation of multi-disciplinary neighbourhood teams aligned to GP practices and their local populations. The Integrated Neighbourhood Team approach would include an expectation of multidisciplinary working between individual staff or practitioners from a range of organisations, working on the model of the 'team around the person' which can be formally escalated to a multidisciplinary team linked to a GP practice if needed. High risk would result in frequent, regular proactive Integrated Neighbourhood Team approach whereas low risk would require a lower level intervention that would be taking

place in the community and involve a range of partners in the voluntary and statutory sector

Role of Communities	Role of the Council	Possible Actions
Support for campaigns promoting health and wellbeing including falls prevention, promoting physical activity and mental health awareness and physical and emotional wellbeing.

Co-ordination of community activities to reduce the risk of social isolation for vulnerable people.

The provision of accessible services within communities will support people to retain or regain the skills and confidence to remain living in their communities for as long as possible and maintain their independence.

Ensuring clear and effective links are established with economic growth and development programmes to ensure that factors that have a positive impact on healthy ageing and prevention of acute need are integrated into long-term plans for new communities. | Establishment of integrated health and social care Neighbourhood teams.

Establishing a network of approved personal assistants to provide a local care and support offer over which individuals have choice and control.

Commissioning of appropriate and adequate care and support services to meet the needs of local populations.

Developing the local market to deliver innovative and responsive solutions to care and support needs. | Creation of reliable and accessible information and self-service resources to include an E-marketplace, underpinned by quality criteria.

To build upon the Personal Assistant register to expand capacity and availability to all communities.

Establishing of Neighbourhood Teams (MDT) of health and social care professionals

Expansion of the availability of assistive technology, telecare and telehealth services to support independence within communities.

Expansion of re-ablement services to support people to return to their communities following ill health.

Expansion of community based support services for carers.

Expansion of employment opportunities, including volunteering for adults with care and support needs. |

How will we deliver this building block and by when?

The ability to access information and support from a self-help information service will be dependent on the development of the Information Hub as part of the Customer Experience programme.

To deliver the key prevention priorities that have been identified and agreed by Health Ageing and Prevention Better Care Fund Work Stream. The priority areas are falls prevention, managing continence, reduce social isolation and improving nutrition in the older frail population. The development of the well-being service commissioned by the CCG, working closely with the local authority will support delivery of the initiatives in 2016.