

ADULTS AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 7
11 SEPTEMBER 2018	PUBLIC REPORT

Report of:	Adrian Chapman, Service Director for Communities and Safety	
Cabinet Member(s) responsible:	Cllr Irene Walsh, Cabinet Member for Communities	
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COMMUNITY RESILIENCE: A SHARED APPROACH

R E C O M M E N D A T I O N S	
FROM: Service Director for Communities and Safety	Deadline date: N/A

It is recommended that the Adults and Communities Scrutiny Committee:

1. Considers the draft single Community Resilience shared approach across Cambridgeshire and Peterborough
2. Comments on the principles for a single shared Community Resilience approach, as set out in paragraph 4.5
3. Scrutinises the draft of the Think Communities shared approach, as set out in Appendix One, and recommend it to Cabinet for approval

1. ORIGIN OF REPORT

1.1 This report is submitted to the Adults and Communities Scrutiny Committee following a request made by the Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 To present the proposed Cambridgeshire and Peterborough partnership approach to community resilience, the principles and expected outcomes, and set out the next steps for this shared approach.

2.2 This report is for the Adults and Communities Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2 Functions determined by the Council:

4. Neighbourhood and Community Support (including cohesion, community safety and youth offending)
5. Equalities

2.4 *How does this report link to the Corporate Priorities?*
Resilient, connected and empowered communities are vital to achieving all of the council's corporate priorities.

2.5 The report links into the Children in care Pledge in that the principles set out in the proposed approach are directly relevant to supporting children in care.

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

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 service coupled with the increased expectations of some of our communities, and our growing (and ageing) population. We need to find new ways that citizens can get the services and support they need, 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, it is suggested that more could be done through an alignment of planning and resources at a local and Countywide level.

4.4 The Cambridgeshire and Peterborough Senior Officers Communities Network brings together senior officers from the public and not for profit sectors at a strategic level to deliver against our shared ambition to build stronger self-sustaining communities and creates a forum where this activity can be understood and shared across partners, where activity can be commissioned and delivered to best meet need.

Earlier in the year the Network tasked officers with exploring a single shared Strategy or approach to building community resilience. It was suggested that a new shared Strategy or approach as agreed by all partners could be prepared as a high-level and cross-cutting strategic document from which more detailed plans can be developed.

4.5 A set of key principles for a shared approach have been developed and are suggested as follows:

- 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 Alongside these key principles, it is suggested the shared approach needs to demonstrate clear outcomes and how we will know whether we have achieved them, in order to make sure we are making the scale of difference we need to across Cambridgeshire and Peterborough.

We will know if we have achieved effective community resilience if:

- Communities are connected and work together toward shared goals
- Individuals and social structures are engaged and empowered to make a difference
- Communities have clear channels of communication to link into physical and social resources
- Communities understand their responsibilities and have realistic expectations of the levels of support available
- Communities have strong and trusting partnerships with each other
- Private, public and community sectors are prepared to respond effectively together
- People feel a sense of place and belonging in their community.

4.7 The outcome of those exploratory discussions between officers is the draft single shared approach to community resilience called 'Think Communities'. It has been developed collaboratively between eight partners - Peterborough City Council, Cambridgeshire County Council, Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, South Cambridgeshire District Council and Cambridgeshire Police.

The document is designed to provide a framework to achieve coordination, and will be iterative - as progress is made or more partners are identified, the approach and document will be adapted. Informal agreement in principle to the proposed approach has been achieved via the Senior Officers Communities Network from other key partners, including the CCG and the Fire Service, and more detailed discussions are already underway with the Living Well Partnerships.

It is proposed that governance and oversight to the approach will be through the Senior Officers Communities Network, with Network partners contributing to further iterations.

4.8 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

4.9 The next steps are for each of the eight partners to discuss and agree the draft shared approach and Members are therefore asked to consider and comment on the shared approach, and to recommend to Cabinet that the document is formally agreed.

4.10 Once agreed, officers will work together on developing a shared action plan, collate examples of good practice and report back to the Cambridgeshire and Peterborough Senior Officers Communities Network meeting in November.

5. CONSULTATION

5.1 The approach has been co-produced by the organisations described above, and discussed with the Senior Officers Communities Network referred to in paragraph 4.4 which is drawn from across a wide range of partners and organisations.

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 and the expected outcomes outlined in paragraph 4.8.

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.

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.

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.

9. IMPLICATIONS

Financial Implications

- 9.1 At this stage there are no additional costs associated with the single shared 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 and agreed by the Senior Officers Network taking account of the Medium Term Financial Strategy.

Legal Implications

- 9.2 Not applicable.

Equalities Implications

- 9.3 It is anticipated that the work of the shared approach will directly contribute to addressing inequalities in areas of high risk and vulnerability, as described in paragraph 4.8

Rural Implications

- 9.4 Not applicable

10. BACKGROUND DOCUMENTS

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

- 10.1 Peterborough People and Communities Strategy

11. APPENDICES

- 11.1 Appendix 1 - Current draft of 'Think Communities', a single shared approach to building Community Resilience across Cambridgeshire and Peterborough.

Developed in collaboration by: Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council, South Cambridgeshire District Council, and Cambridgeshire Constabulary.

Think Communities

Creating a shared vision, approach and priorities for building Community Resilience across Cambridgeshire and Peterborough partner organisations.

Our vision

- **People:** Resilient communities across Cambridgeshire and Peterborough where people can feel safe, connected and able to help themselves and each other.
- **Places:** New and established communities that are integrated, possess a sense of place, and which support the resilience of their residents.
- **System:** A system wide approach in which partners listen, engage and align with communities and with each other, to deliver public service and support community-led activity.

Our pledge

The **Think Communities** partners will work together to:-

- Empower and enable communities to support themselves and encouraging community-led solutions and intervention. (*People*)
- Work with communities to harness their local capacity targeted towards those in the community requiring the most help. (*Places*)
- Support active, healthy communities to play a clear and evidenced role in improving people's lives, thereby preventing, reducing or delaying the need for more intrusive and costly public services. (*Places*)
- Align resources to create multi-agency support which can flexibly meet the changing needs of our communities. (*Systems*)
- Be prepared to be experimental in our approach, in order to deliver individual local solutions and support ideas that can be replicated. (*Systems*)

Our approach

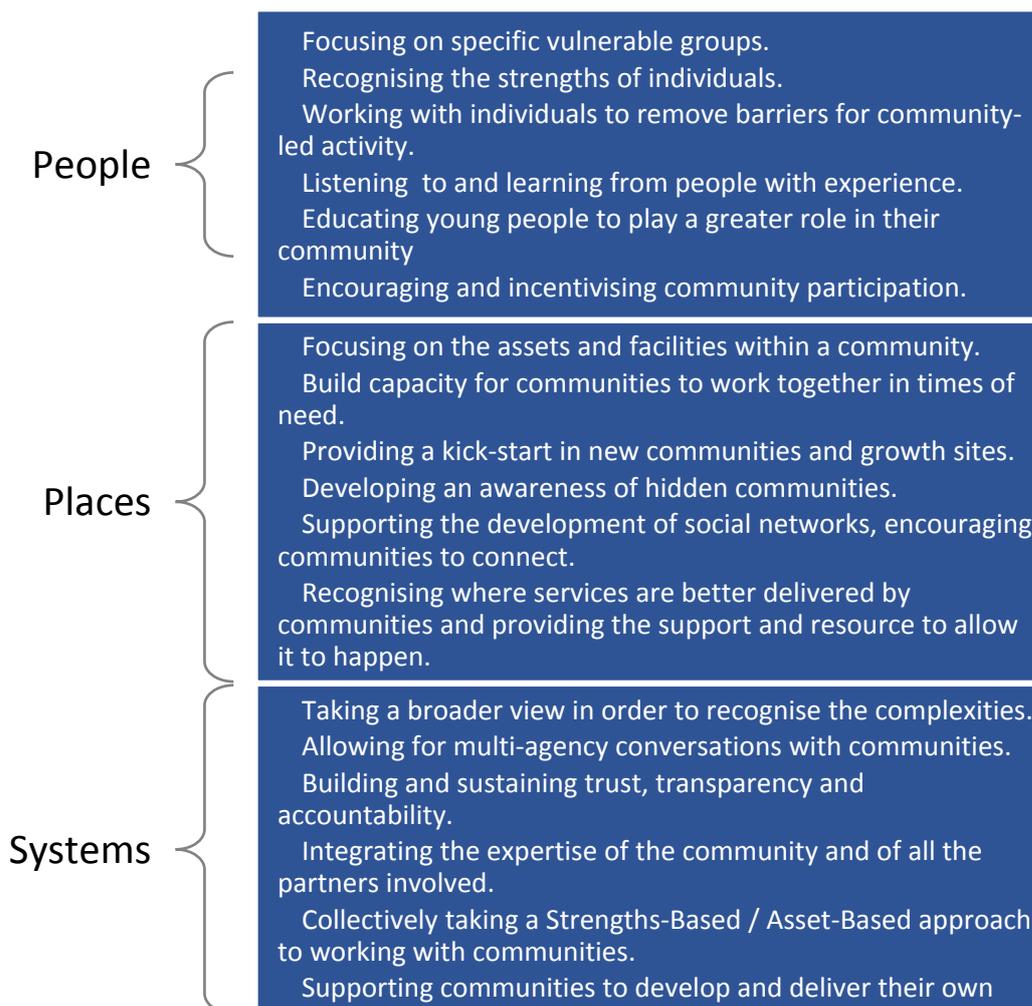
Our intention is to be fully aligned and to collaborate where it makes sense and there is agreement to do so.

A consistency of approach will enable communities to have a single conversation with **Think Communities** partners focussed on local priorities. **Think Communities** partners will provide support and resources to enable communities to decide how they wish to deliver their local priorities.

Working in an aligned way will enable each **Think Communities** partner to still specialise in their own areas of service delivery and expertise, to work independently or with a shared approach across the partnership, which is compatible and consistent, enabling joint projects to still happen.

Think Communities will take a **People, Places, System** approach to building resilience and supporting communities.

Figure 1 - A People, Places, System approach to Think Communities



Our Strategic Priorities and Actions

	Priority Area	Example Action
Priority 1:	Communities are connected and work together toward shared goals.	Develop a joined up, multi-agency campaign to promote the different ways vulnerable people and high-risk communities can be supported by community-led activity.
Priority 2:	Take a place-based approach to service design and delivery of services.	Identify key communities where a place-based approach in keeping with the Think Communities vision can be piloted
Priority 3:	Communities feel they are supported to help themselves.	Development of a shared toolkit which will offer access to consistent levels of support to community groups and organisations across Cambridgeshire and Peterborough.

An agreed and measurable Action Plan will complement the **Think Communities** partnership agreement

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