

# Developing a Community Based Approach in Staffordshire

**‘People helping people’**

## **Executive Summary**



*Tamworth Community Together CIC – Seated Exercise Community Class.*

## **1. Introduction**

Staffordshire County Council has a compelling vision for the future – a connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy. People will be able to access more good jobs, be healthier, more independent and feel safer and more supported in their communities.

By working with our partners and local people, we have achieved much in recent years that we can be proud of. This includes securing millions of pounds of public and private sector investment to create jobs, falling unemployment and crime rates, and 79% of our schools being rated good or outstanding.

However, with the twin challenge of reducing resources and increasing demand, we need to find a different way of supporting people to live independently, enabling resilient communities and commissioning public services.

The answer, at least in part, lies in the development of a community based approach. One where citizens, families and communities are empowered to be independent, support each other and achieve better outcomes. Connected citizens living in resourceful communities.

This has been a defining feature of the council's strategy in recent years, underpinning our transformation, securing significant savings and improving outcomes. But we need to go further and faster if we are to respond effectively to the challenges that we and our partners face.

## **2. Community Based Approach**

Community based approaches are not new and have been a feature of public service leadership and delivery for many years. However, the public sector now faces unprecedented challenges of reducing budgets, rising demand and citizens that want greater ownership of their lives. There is a growing consensus that a community based approach is fundamental to reforming public services to meet these challenges and support people to live independently in sustainable communities.

Within our communities, there are hundreds if not thousands of examples of community and social action, not commissioned by the council but often supported and empowered to grow, which have a positive impact within communities. We need to inspire and nurture this to create more sustainable communities, with the state as a partner and facilitator rather than provider or commissioner.

In recognition of our track record and ambition, Staffordshire County Council was chosen as one of two areas nationally to work with the Cabinet Office and the New Economics Foundation (NEF) to help shape national policy and practice to support commissioners to enable social action. With the support of the Cabinet Office Social Action Team, NEF and the New Local Government Network (NLGN), we have engaged extensively with partners from the public, voluntary, community and private sector, and this work has identified the following principles that will underpin the implementation of a community based approach:

### **Community Based Approach - Key Principles:**

- 1. Focused on independent citizens that are active, healthy, and happy.**
- 2. Resourceful communities that are connected to the information, skills and assets within their community.**
- 3. An asset based approach focusing on strengths rather than deficits.**
- 4. A workforce that thinks community first, services last.**
- 5. Partnership between the public, voluntary and community and private sector.**
- 6. A new relationship with citizens that genuinely co-produces solutions.**
- 7. Social action and people helping people is inspired and celebrated.**

Our challenge now is to work with our partners to genuinely embed these principles into how we transform public services.

This work is fundamentally about social change and empowering citizens to take greater control – it won't happen quickly or without a concerted effort from all partners. Whilst there are many things we can and will do now, all the evidence and learning indicates that demonstrable impacts on managing, re-directing and reducing demand on our most challenging areas of adults and children's acute services, will be seen over the next 2 or 3 years and beyond.

Working with people to find the activities that best meet their needs, strengths and aspirations can over time help communities develop to the point where their activity and networks help relieve the pressures which we as a local authority face. What we do locally will be fundamental – how we galvanise local partners (including public sector agencies at all tiers, schools, districts, faith bodies and organisations, GPs, housing associations, and local citizens) to come together in a genuine, collaborative approach to building community capacity and social action.

### **3. A Framework for Action**

It is clear from our work to date that we are in a strong position to take this work forward. Much has been achieved already in promoting resourceful communities; we have a vibrant and effective voluntary and community sector, and we have a shared ambition to empower communities to take greater ownership and control.

We are now working with our new capacity building partner to develop clear plans for how we build community capacity to support our work around adults, children and families, young people, libraries, the countryside and the local environment.

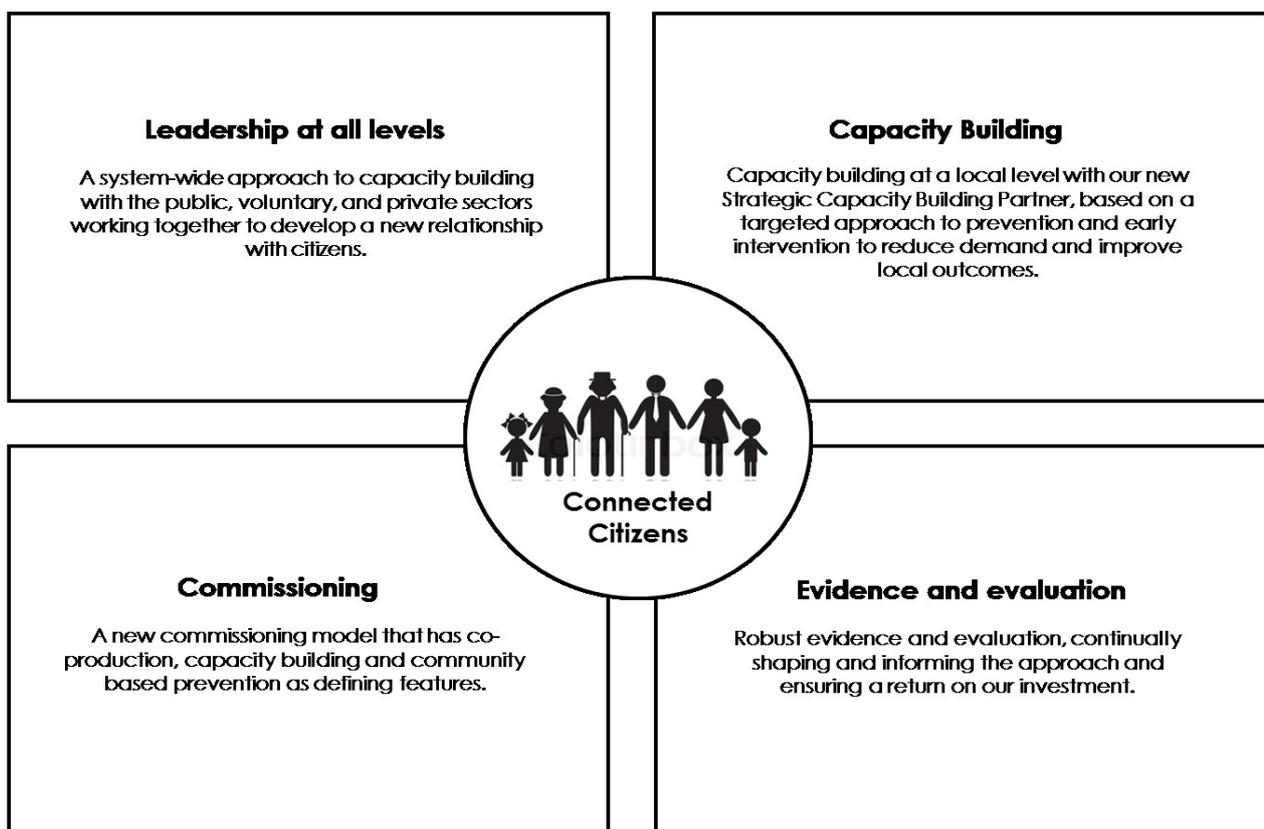
DCLs and commissioners are already leading local projects aimed at building community capacity, working with schools, the police, CCGs, community organisations and local people. We need to support and accelerate these efforts locally to build community capacity as a step towards more resourceful and independent communities.

We need to redouble our efforts to develop person-centred commissioning that is focused on tackling root causes, prevention and building community capacity. We will always provide support to the people who need it most, but our aspiration has to be that ultimately most people live independently without reliance on commissioned services.

Plans are taking shape around children and families, health and social care and community safety, to increase community involvement in these areas and allow the state to play a different role. We need to inspire social action by genuinely engaging with local people about their neighbourhoods, what they want to achieve and how we can support them to thrive. In short, how we co-produce resourceful communities with the state as facilitator and not provider.

These things won't just happen. We have develop the framework below to turn our strategy into action on the ground, working with partners from the public, voluntary and private sectors strategically and locally:

## Developing a Community Based Approach for Staffordshire



Whilst from a Council perspective we need to work with our partners provide leadership for this whole approach. To do this, we have identified the following seven immediate priorities to focus on over the coming months:

1. **VCSE Capacity Building partnership** – continue the work with the S3 Partnership (the partnership between SCVYS, Support Staffordshire and South Staffordshire Community and Voluntary Action), commissioners and DCLs to deliver the mobilisation plan by the 1 August and have clear actions across each of the four themes to build community capacity and support delivery of the business plan.
2. **Local action** – support the DCLs to lead and drive local action that will build capacity and deliver our business plan. Working with S3, they need to connect the many themes in this overall approach in each of the 8 districts to ensure we have an effective local model for community capacity building in each area, as well as identifying opportunities across or between districts.
3. **Deliver the business plan** – work with the accountable leads for the 19 priorities to ensure community capacity is hard-wired into our plans to enable savings to be realised and capacity to be built.
4. **MTFS Proposals** – ensure community capacity and the other 3 enablers underpin the MTFS proposals for 2017/18 and that commissioners are supported to apply the principles of a community based approach in their delivery plans.
5. **Children and Families** – prioritise this programme to scale up a community based approach with partners alongside the other three enablers of demand management, commercialisation and digital as an exemplar for the wider transformation programme.
6. **Empower the front-line** – this is fundamentally about how we equip Members, managers and staff who engage with citizens on a day-to-day basis to have a different conversation - one that prompts a community solution rather than a public service solution.
7. **Social investment** – Identify a clear pipeline of opportunities to maximise social investment into Staffordshire, including using crowd funding to multiply our community investment.

In addition to these immediate priority actions for 2016/17, a detailed action plan has been set out below:

## Action Plan

| Ref                             | Action  | Deliverables   | Timescale   | Lead             |
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| <b>Leadership at all levels</b> |   |  |   |                  |
| 1                               | Convene a sub-group of the Staffordshire Strategic Partnership        | <ul style="list-style-type: none"> <li>Agree a partnership approach and immediate priorities for shared action</li> </ul>  | Inaugural meeting August 2016                           | Andrew Donaldson |
| 2                               | Strategic Reference Group   | <ul style="list-style-type: none"> <li>Establish network of regional and national partners to provide delivery support (Cabinet Office, NEF, NLGN, Big Lottery, Locality, Community Organisers, Big Society Capital etc.)</li> </ul> | On-going virtually<br>6-monthly action learning session | Andrew Donaldson |
| 3                               | Local capacity building plans for each district                       | <ul style="list-style-type: none"> <li>Draft locality plans jointly developed with S3</li> </ul>   | September 2016  | DCLs             |
| 4                               | Explore with Lichfield Diocese how we can jointly expand the approach | <ul style="list-style-type: none"> <li>Develop a clear plan for how we can work together to further enhance the Church's reach into communities.</li> </ul>  | Outline plan by Oct                                     | Wayne Mortiboys  |

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| 5 | Communications strategy and supporting campaigns                    | <p>Communications strategy and plan agreed by Cabinet including:</p> <p>Internally:</p> <ul style="list-style-type: none"> <li>• WLT and OMT sessions and Connect Events with front-line staff</li> <li>• Key feature in internal communications using all channels</li> <li>• Showcasing examples and activity on the ground with S3.</li> </ul> <p>Externally:</p> <ul style="list-style-type: none"> <li>• Work within NLGN partnership plan to promote Staffordshire's best practice</li> <li>• Move from specific project communications to a wider conversation with a community about how citizens can play a greater role.</li> <li>• Ultimately: Consistency in messaging from all – empowering communities, 'your choice' double devolution, messaging which supports service areas</li> </ul> | <p>WLT and OMT session 29 June and 22 July<br/>On-going</p> <p>Ongoing</p> <p>Approach to March 17</p> <p>Post May 17</p> <p>Post May 17</p> | Julie Waddicor                             |
| 6 | Schools as community assets and places where social action is grown | <ul style="list-style-type: none"> <li>• Prioritise work with local schools to develop their role in prevention and building sustainable communities</li> <li>• Ensure communication with schools reinforces their wider role</li> <li>• Ensure Children's Centres are prioritising building sustainable communities, in their role as family hubs</li> </ul>  | <p>On-going</p> <p>On-going</p>  | <p>DCLs</p> <p>Tim Moss/Julie Waddicor</p> |

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| 7 | Private sector leadership and engagement | <ul style="list-style-type: none"> <li>Develop a clear plan with the Chamber of Commerce, the Community Foundation for Staffordshire and the LEP for maximising the private sector contribution e.g. staff volunteering leave, social value, philanthropy.</li> </ul>   | Outline plan In October 2016                               | S3, Peter Davenport |
| 8 | Together We're Better programme delivery | <ul style="list-style-type: none"> <li>Develop a joint community based approach as part of the Single Transformation plan (STP) enhanced community care programme</li> </ul>  | STP Submitted 30 June<br>Joint plan agreed in October 2016 | Chris Weiner        |
| 9 | Socially active workforce                | <p>Develop a set of proposals which could include:</p> <ul style="list-style-type: none"> <li>Volunteering requirement in apprenticeships</li> <li>Create directory of local social action programmes in need of volunteers</li> <li>Agree a position on the government's proposal around 3 days' paid volunteering leave</li> <li>Explore annual employee volunteer conference and award</li> <li>Incentives for referring family members to volunteer</li> <li>Incentives for those volunteering at least 52 days per year</li> <li>Different voluntary severance programme, with requirements on commitment to 52 days' volunteering in first year</li> <li>Explore Social enterprise training / volunteering support as standard part of end of employment or retirement</li> <li>Explore opportunities to increase payroll giving</li> </ul> | Report to Informal Cabinet in September 2016               | Lisa Cartwright     |

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| 10                               | Members as community leaders               | <ul style="list-style-type: none"> <li>Support Members to promote a community based approach in their communities</li> <li>Explore Cabinet Office's Challenge Prize model for Members to award</li> </ul>  | Members Seminar in October 2016               | Anne-Marie Davidson   |
| Commissioning and Transformation |  |  |   |   |
| 11                               | S3   | <ul style="list-style-type: none"> <li>Finalise delivery plan for 2016/17 (Children and Families, Adults, Youth and Place)</li> </ul>  | Q1 and Q2 milestones agreed by 31 July 2017   | Andrew Donaldson<br>Helen Trousdale<br>Janene Cox<br>Paul Woodcock<br>Ian Wykes |
| 12                               | Developing and delivering the 2017/18 MTFS | <ul style="list-style-type: none"> <li>Ensure the principles underpin the MTFS proposals and delivery plans</li> <li>Invest in community capacity building and identify additional opportunities and requirements for investment</li> </ul>  | Challenge sessions in August and October 2016 | Rob Salmon  |
| 13                               | Delivering change and transformation       | <p>Drive delivery and learning across the council informed by:</p> <ul style="list-style-type: none"> <li>Community first principles</li> <li>ABCD Pilots and drugs and alcohol redesign</li> <li>Staffordshire Commissioning Academy</li> <li>LGA and Design Council learning</li> <li>New Economics Foundation's Social Action Toolkit</li> </ul> <p>Will include as a minimum:</p> <ul style="list-style-type: none"> <li>Support delivery of 19 Business Plan priorities identified as a core priority</li> <li>Work with SLT to identify any other priorities that we would want to focus on</li> </ul> | Detailed plan by August 2016                  | Ian Wykes/Sarah Getley/Tony Bullock/ Angela Schulp and DCLs                     |

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|                          |   | <ul style="list-style-type: none"> <li>• Embed into Health and Social Care and Children and Families transformation plans</li> <li>• Workforce development plan with front line staff working with children and adults</li> <li>• Engage front line staff in local action learning pilots led by DCLs and S3.</li> <li>• Develop a new commissioning model working with commissioners, partners, S3 and citizens</li> <li>• Consolidate evaluation and learning from libraries, youth, children's centres etc.</li> </ul> | Detailed plan by September 16  | Ian Turner                             |
| 14                       | Community Asset Transfer                | <ul style="list-style-type: none"> <li>• Prioritise community asset transfer as part of property rationalisation programme, aligned with co-produced conversations with citizens about what would help enable social action in their area.</li> </ul>   | On-going in Local Asset Management Plans   | DCLs                                   |
| 15                       | LGA and Design Council programme        | <ul style="list-style-type: none"> <li>• Complete the project with Spark in Lichfield to increase contact with target families to reduce demand.</li> <li>• Share the learning and principles as part of the action learning with commissioners.</li> </ul>   | Completed<br><br>Ongoing from now  | Wayne Mortiboys<br><br>Wayne Mortiboys |
| <b>Capacity Building</b> |   |   |  |  |
| 16                       | Appoint a new capacity building partner | <ul style="list-style-type: none"> <li>• S3 appointed</li> <li>• Delivery plan agreed and in place</li> <li>• Finalise governance and performance management framework</li> </ul>   | Q1 and Q2 Delivery Plan agreed by 31 July 2016<br><br>Governance and performance framework finalized by 31 August 2016 | Andrew Donaldson<br>S3                 |

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| 17 | Capacity building strategy and plan  | <p>Develop a detailed business case that will include:</p> <ul style="list-style-type: none"> <li>Proposals for how we better use the council's 'community development' resources.</li> <li>A review of the resources in each locality and proposals to develop (Village Agents, Community Builders, Community Organisers etc.) and recommendations.</li> <li>A joint bid with the Community Organiser Company to the Cabinet Office to train the next generation of community organisers.</li> <li>An agreed way forward on community asset mapping.</li> </ul> | Detailed proposals to Informal Cabinet in October 2016 | <p>Andrew Donaldson/S3</p> <p>Andrew Donaldson</p> <p>DCLs</p> <p>DCL (to be confirmed)</p> <p>Andrew Donaldson/S3</p> |
| 18 | Heineken Innovation Programme (Staffordshire Connected Roadworks Project and related projects) | <ul style="list-style-type: none"> <li>Collaborate with Tenshi on a challenge around digital solutions for troubled families (this is in addition to 3 other challenges including Staffordshire Connected Roadworks Project).</li> </ul>   | Challenge go-live in October 2016                      | Mark Hewitt  |
| 19 | National Citizens Service  | <ul style="list-style-type: none"> <li>Work with the NCS to expand the Staffordshire programme and generate additional social action in 2017/18</li> </ul>   | Outline plan by November 2016                          | Paul Woodcock/S3   |

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| 20 | Social investment strategy | <p>Develop a three year social investment programme that will include the following as immediate priorities:</p> <ul style="list-style-type: none"> <li>• Ensure the Team Staffordshire Building Better Opportunities bid is successful at stage 2 to secure £2.4m funding to support employment and skills.</li> <li>• Ensure Cannock's £420,000 'Outdoors and Active' bid to the Reaching Communities fund is successful.</li> <li>• Agreed pipeline of projects to bid for the £1.2m Big Lottery funding targeted at Staffordshire.</li> <li>• Develop a business case for a crowd funded investment programme</li> <li>• Submit Expression of Interest to the £80m Life Chances Fund to part fund Social Impact bonds focused on drugs and alcohol and children and families</li> <li>• Social investment conference with Big Lottery, social investors and commissioners to raise awareness and develop investment opportunities</li> </ul> | <p>Outline three year programme to Informal Cabinet in November 2016</p> <p>Ongoing</p> <p>October 2016</p> <p>October 2016</p> <p>October 2016</p> <p>EOI by 30 September 2016</p> <p>November 2016</p> | <p>Angela Schulp, Gail Edwards, S3</p> <p>Team Staffordshire (Garry Jones)</p> <p>Angela Schulp</p> <p>DCLs/S3</p> <p>Andrew Donaldson</p> <p>Tony Bullock/Mick Harrison/S3</p> <p>S3</p> |
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**Evidence and Evaluation**

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| 21 | Performance framework and evaluation | <ul style="list-style-type: none"> <li>• Develop an agreed performance framework to track outcomes and savings and influence future plans</li> </ul> | Framework agreed by October 2016                 | Andy Felton/Kate Waterhouse |
| 22 | S3 partnership review                | <ul style="list-style-type: none"> <li>• Review partnership and delivery at year 1</li> </ul>  | Review report to Informal Cabinet in August 2017 | Andrew Donaldson            |

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| 23 | ABCD Evaluation           | <ul style="list-style-type: none"> <li>Complete the evaluation of the ABCD pilots to inform wider approach</li> </ul>              | September 2016                     | Tony Bullock/Leo Capernaros |
| 24 | Regional learning network | <ul style="list-style-type: none"> <li>Host the Social Action Regional Learning Network on behalf of the Cabinet Office</li> </ul> | 6 monthly action learning sessions | Andrew Donaldson            |