

REPORT TO	ON
CABINET	12 September 2018



TITLE	PORTFOLIO	REPORT OF
Lead the Development of the Borough Community Strategy	Leader of the Council	Director of Neighbourhoods and Development

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	No
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

1. PURPOSE OF THE REPORT

- 1.1 To update Cabinet on progress with the development of South Ribble's Community Strategy; the reasons why the strategy is being developed and intended outcomes.

2. PORTFOLIO RECOMMENDATIONS

- 2.1 Cabinet to receive this report for information and express any feedback or suggestions that can help shape/inform the ongoing process.

REASONS FOR THE DECISION

The reason for the report is to provide Cabinet with an update on progress with Developing the Community Strategy, as a key project within the Corporate Plan.

3. CORPORATE PRIORITIES

- 3.1 The report relates to the following corporate priorities:

Excellence and Financial Sustainability	
Health and Wellbeing	
Place	✓

Projects relating to People in the Corporate Plan:

4. BACKGROUND TO THE REPORT

4.1 South Ribble Borough Council committed in its Corporate Plan to a strong working relationship with the Partnership and identified a number of areas that it would like to work with Partners. Identified were a number of areas for focusing partnership work, which included;

- ▶ Development of the Borough Community Strategy
- ▶ Supporting Communities and Volunteering (Volunteer Strategy)
- ▶ Tackling Social Isolation and Loneliness
- ▶ Influencing the Lancashire Mental Health Strategy

4.2 Following the approval of the Corporate Plan, the South Ribble Partnership strategic board met, 13th April 2018, and acknowledged its current strategy (2008-2020) is no longer fit for purpose and agreed to a complete redesign of the Community Strategy.

4.3 As part of the development of the strategy, the involvement of members and the Council will directly support the commitment, within the Corporate Plan, to work collaboratively with a wide range of public sector agencies, and businesses and seek to improve outcomes for local people and communities through having a strong voice for South Ribble.

4.4 The Council already plays a key role within the Partnership; the Leader of the Council is the Partnership's Vice Chair and the Chief Executive has a seat on the Strategic Board and is further represented in the key task group delivering the Community Strategy project.

4.5 The aim of the project is to develop a Community Strategy owned by partners across all sectors as well as the wider community; and that each participant understands their role, responsibility and are actively participating in its delivery.

5. DETAILED CONSIDERATION

5.1 The development of the Community Strategy is set against the background of local and national transformation journeys, together with the Council's own commitment to transformation and developing its services.

5.2 The District Council's Network (DCN) recently published a '**Transformation in Localities**' toolkit. It recognised that district councils are on the front line and is the key local organisation with the democratic mandate and are the 'gatekeepers' to the consensus that is essential to underpin public sector reform. The toolkit sets out the principles of collaboration and of those the most pertinent are that collaboration is;

- ▶ Driven by a place based vision for success
- ▶ Responsive to a detailed understanding of locality, residents and businesses
- ▶ Consensus led and supportive of aspirations of place based partners

- 5.3 Moving 'intention to action' with respect to collaboration and partnership working; it is essential that there is 'time' and 'space' for partners to come together at all levels in order to make it work. The development of the South Ribble Community Strategy and the role of South Ribble Partnership is a key component in facilitating collaboration through establishing a structure to provide the time and space needed to place based partners.
- 5.4 The Transformation Toolkit further recognises a significant role for district councils with regards early prevention and intervention. District Councils are providers of key preventative services such as housing, homelessness, leisure and environmental health and it is important that health partnerships recognise the role of these services as part of the local health system.
- 5.5 This work has already begun with 'Our Health Our Care' and the Central Lancashire Prevention and Early Intervention Framework. The framework advocates a 'place based' approach to strengthen and maintain physical and mental wellness as well as building resilience in communities and aiding recovery. The framework has been developed against the backdrop of national, regional and local plans and can be linked back to the Sustainability and Transformation Plans, STPs (Lancashire and Cumbria).
- 5.6 The approach seeks to adopt and work towards:
- ▶ A fundamental shift in thinking towards prevention, wellbeing and place
 - ▶ Developing new skills for the wider public service workforce
 - ▶ A new relationship between public services and citizens
 - ▶ Alignment with wider clinical and non-clinical transformation strategies
- 5.7 The framework acknowledges there is not a 'one size' fits all and that localities need to be at the heart of shaping this place based approach. South Ribble will as part of the Community Strategy design process use all the information that has been collated, to develop an early action, prevention and intervention framework that is South Ribble Focused and meets the needs of residents and all those who work as well as visit the Borough.
- 5.8 **The Role of South Ribble Partnership**
In shaping and designing Council services, the role of partnership working will be a critical vehicle in developing a place based approach and the Community Strategy will be at its heart. The role of the Partnership in the development of a Community Strategy has two key aims
- ▶ A redefinition of the relationships between citizen and organisation
Recognition that the council cannot do everything for everyone. Creating a new relationship were both agree to support and provide different things to achieve the same goal
 - ▶ A strategy that is coproduced and owned
Those involved within the strategy will have sufficient stake and ownership that they will be involved actively in its delivery
- 5.9 The proposal accepted by the Strategic Board adopted a collaborative approach, involving communities; residents, businesses and service delivery organisations.
- 5.10 **What we will be doing**
- ▶ Consulting with residents, members, community groups, businesses and service delivery organisations to define the community strategy; identify the hopes, aspirations and priorities that are important to us all
 - ▶ Engage with members throughout the process and deliver a members learning hour on the 17th September 2018

- ▶ Identify opportunities for collaboration with partners when undertaking consultation
- ▶ Establish an on-going dialogue and redefine the relationship between residents, community groups, businesses and service delivery organisations so that they can influence decisions and can shape/define projects
- ▶ The Central Lancashire Local Plan, the strategic land use plan for the area, is also currently being reviewed. It is important that the Local Plan and the Community Strategy align with each other so that they both contribute to the shared vision for the Borough.
- ▶ Develop the Volunteer Strategy alongside the Overarching Community Strategy, combining consultation and engagement activities to inform and design
- ▶ Identify the best structure for the Partnership to deliver its strategy and be accountable to its partners and the community
- ▶ Set out the actions agreed by Partners stating who will deliver what, by when, and how.

5.11 Key Milestones

- ▶ Approval from the Board to undertake Programme and allocation of finance Apr 18 **(COMPLETED)**
- ▶ Consultant Appointed MAY 18 **(COMPLETED)**
- ▶ Stakeholders Identified and agreed MAY 18 **(COMPLETED)**
- ▶ Survey and question framework developed and agreed May 18 **(COMPLETED)**

Engagement Stages

- ▶ Stage 1 – May/July 18 **(COMPLETED)**
 - Interviews, Survey's and data analysis completed (IN PROGRESS)
 - Community Engagement events completed
- ▶ Stage 2 – June/July/August/Sep18 **(IN PROGRESS)**
 - Workshop Session Day 1 – Outcome is to develop a draft skeleton strategy **(COMPLETED)**
 - Workshop Session Day 2 – Outcome is to begin defining and giving detail to the strategy SEP 2018
- ▶ Stage 3 Oct/Nov 2018
 - Draft Strategy submitted to Scrutiny Committee Nov 18
 - Final Strategy Approved by Partnership Board Dec 18
 - Strategy Launched at Big Do January 18

5.12 Project Management

The project is being delivered by a Task Group. This task group is chaired by Chief Inspector Mike Adamson and Vice Chaired by Linda Alcock (Progress Housing Group)

5.13 The group meets monthly to receive updates and monitor progress.

5.14 Consultancy Support

To support the Partnership Manager and the Task Group a consultant has been recruited to develop key materials, support interviewing and to deliver 2 key workshops. The purpose of the consultant is to provide the required capacity to deliver the strategy within the timescales set and to further provide impendence in the process and a critical friend.

5.15 The consultant is directly responsible to the Partnership Manager on a day to day basis, but will report periodically to the Task Group.

5.16 Neighbourhood and Community Summit Day (PoWWow)

A proposal is being developed to deliver a Neighbourhood and Community Summit day, 28th September. The purpose is to bring together those organisations as well as groups and residents who are interested in 'getting involved' and 'participating' in community. This will help develop and inform the volunteering strategy and framework that will be critical in supporting the delivery of the overarching community strategy.

5.17 The day will be a conference in its style with key speakers and seminar breakout groups. The organisations that will be invited to speak and lead workshops, will be currently delivering models of participation and engagement in other areas of the UK. Links have already been made and a number of speakers have agreed to take part.

5.18 As a result of the workshops, we will expect to see organisations and active citizens defining the model for South Ribble, and what it looks like and the infrastructure they need to be active and participate in Community life; which will support the Council in its overall objective of continuing to deliver excellent services to the residents and people who work and visit South Ribble.

6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

6.1 In developing the plans and process for the Community Strategy, the Strategic Board had been consulted on 13th April. Following that consultation they approved the process and budget to undertake the refresh of the Community Strategy.

6.2 As the programme progresses there is a programme of consultation to inform and develop the strategy. Key stakeholders and groups had been identified in the initial proposal and these are being engaged as phase 1 of the consultation process.

6.3 The results of the consultation will be presented as part of the findings at each Workshop and in the final strategy document.

7. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7.1 The alternative option was to do nothing and continue with the existing strategy until 2020. However the current strategy was not fit for purpose. However it was composed in 2008 and designed against the backdrop of Local Area Agreements. The partners around the table are different, the environment in which the Partnership operates is different and its financial resources are limited. Therefore the Partnership need to completely consider its strategy and structure to ensure it is fit for purpose and can support a co-ordinated and effective cross sector approach to public sector reform across South Ribble.

8. FINANCIAL IMPLICATIONS

8.1 The finance for the project is being met by the Partnership's residual Performance Reward Grant. It has committed the following expenditure;

Item	£ Net	
Consultancy Support	£10,000	Maximum of £10,000
Visual Scribing	£1,500	Specific scope provided
Running Costs	£2,000	To meet any costs for printing, meetings, workshops etc.

Strategy Launch (BIG DO)	£3,000	To support the BIG DO event in October 2018
Contingency	£2,500	Delegated to SRP Manager for spends under £500 for ongoing Partnership costs in general

9. LEGAL IMPLICATIONS

9.1 None

10. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

10.1 The strategy will inform the Council's own Corporate Plan and priorities in the future which may have organisational development implications.

11. ICT/TECHNOLOGY IMPLICATIONS

11.1 None

12. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

12.1 The Community Strategy will be used to support the delivery of the property and asset management strategy.

13. RISK MANAGEMENT

13.1 A risk log is maintained on GRACE and summary of the key risks relating to success of the project are;

- ▶ Lack of engagement from stakeholders on attending workshops or responding to consultation methods
- ▶ Resources/Capacity will not allow for every single type of partner to be engaged and as a result key partners or ones crucial to success could be missed.
- ▶ Consultant is unable to deliver required outputs
- ▶ Project drift
- ▶ Capacity of Partners to engage
- ▶ Poor quality of feedback, outputs from consultation and engagement events
- ▶ Project Schedule Slippage - a tight schedule with end date of September 2018 for final draft

13.2 In managing the risk the Community Strategy Task Group meet monthly too address any major issues that arise. Existing risks are mitigated with a clear budget set for the project as well as stakeholder assessment and identification to ensure we target key partners.

13.3 A range of consultation methods are also being used to gather a wide range of views and then cross referenced against knowledge of partners.

14. EQUALITY AND DIVERSITY IMPACT

14.1 Equality has been carefully considered budget has been placed within the project to accommodate any reasonable adjustments to ensure individuals and groups are able to engage in the process.

- 14.2 Stakeholder analysis has also identified key groups with protected characteristics which will be engaged to ensure their views and ideas are considered.
- 14.3 Before approving the strategy an equality impact assessment will also be undertaken and submitted to the Strategic Board.

15 RELEVANT DIRECTORS RECOMMENDATIONS

- 15.1 To receive this report for information and express any feedback or suggestions that can help shape/inform the ongoing process.

16 COMMENTS OF THE STATUTORY FINANCE OFFICER

- 16.1 The expenditure committed to this project is set out in the financial implications. There are no budgetary implications as these costs can be funded from residual Performance Reward Grant funding which is set aside in earmarked reserves.

17 COMMENTS OF THE MONITORING OFFICER

- 17.1 There are no legal issues or concerns that need to be raised or discussed. Clearly the Council cannot do everything that it would wish acting alone and to realise its vision for the borough it needs to work effectively with its partners – the development of a community strategy is key to achieving that goal.

18 BACKGROUND DOCUMENTS (or There are no background papers to this report)

- 18.1 Mapping Presentation to the Strategic Board 13th April
- 18.2 Project Initiation Document v3
- 18.3 Transformation in Localities Toolkit, District Councils Network, May 2018
- 18.4 Central Lancashire Prevention and Early Intervention Framework, Our Health Our Care

21. APPENDICES

There are no appendices to this report

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