

Suffolk Health and Wellbeing Board

A committee of Suffolk County Council

Report Title:	Strong and Resilient Communities
Meeting Date:	26 January 2017
Chairman:	Councillor Tony Goldson
Board Member Lead(s):	Ian Gallin, SCOLT lead, Cross cutting theme lead and Chief Executive West Suffolk
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What is the role of the Health and Wellbeing Board in relation to this paper?

1. Strong and Resilient Communities is a cross cutting theme within the Suffolk Joint Health and Wellbeing Strategy 2016-2021.

Key questions for discussion:

2. The key questions for discussion are:
 - a) Is the Safer and Stronger Communities Group focussing on the right community safety issues and fulfilling the function envisaged by the HWB?
 - b) Will the approach to community resilience outlined in Annex A support delivery of the four outcomes in the Joint Health and Wellbeing Strategy 2016-2021?
 - c) Will the approach to data and insight give members of the HWB sufficient information to have confidence that:
 - i) resources will be focussed on areas of priority;
 - ii) in the longer term we will be able to evidence impact on key priorities;
 - iii) in the short term we know which interventions are having a positive impact on key priorities

What actions or decisions is the Board being asked to take?

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| <ol style="list-style-type: none"> 3. The Board is asked to agree: <ol style="list-style-type: none"> a) The focus and scope of the Safer and Stronger Communities Group b) The proposed approach to delivering the Community Resilience Programme, as outlined in Annex A. |
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Brief summary of report

4. The HWB Strategy has a cross cutting theme titled *Strong and Resilient Communities*. There are two main elements to this cross cutting theme. The first is 'strong' and this is in recognition that community safety plays an important role

as a wider determinant of health. The Safer and Stronger Communities Group was set up at the request of the HWB to provide a co-ordination function in the absence of the Safer Suffolk Board which was disbanded in 2015. The second element is 'community resilience', and the inclusion of this element is in recognition that the actions of individuals, families and communities have a significant impact on health and wellbeing outcomes. Community Resilience is included in the Sustainability and Transformation Plans for Suffolk and also feature as an 'enabler' in key supporting strategies such as the Prevention Strategy and the Family 2020 Strategy which underpins Outcome One in the HWB Strategy. It is also one of the five pillars of the Suffolk Transformation Challenge Award which was the county's articulation of its integration plans prior to the focus on devolution. A Communities Steering Group which consists of all the key public and voluntary sector infrastructure organisations was formed in 2016 to develop the approach and co-ordinate the implementation of the plans for Suffolk. The intention is to have a co-ordinated approach to working with communities which fulfils the requirements of the HWB Strategy, its sub plans and strategies and ensures that communities contribute to resolving the demand problems of the Suffolk public sector system..

5. This report provides an update on the work of the SSCG; outlines the approach partners are taking together in relation to community resilience; and how partners will use data and insight to support its delivery.

Main body of report

Background

Stronger Communities

6. This cross cutting theme hosts the 'strong' element which includes community safety. The Safer and Stronger Communities Group (SSCG) was formed in September 2015 at the request of the HWB to fulfil a co-ordination function, focussing on those areas which are not picked up by the local Community Safety Partnerships or the two Safeguarding Boards. The SSCG is a forum which brings together leads for the local CSP's, Safeguarding Boards and key agencies. and has identified four areas for initial exploration:
 - a) Domestic Abuse
 - b) Sexual Exploitation
 - c) Cyber crime
 - d) Youth Gang violence
7. Each of the four areas have been reviewed and the role of the SSCG varies considerably in relation to each of the four. In relation to Domestic Abuse the SSCG has played an active role in commissioning a 'deep dive' and will oversee the implementation of four key areas of improvement which were approved by the HWB in September 2016.
8. The SSCG found that the Children's Safeguarding Board has a comprehensive approach to Child Sexual Exploitation but has found that there has been a reduction in focus on Adults Sexual Exploitation. This is currently being reviewed in conjunction with the Chair of the Adults Safeguarding Board to agree the best route forward.
9. The SSCG has found that the E-safety Strategy developed and implemented by the E-Safety Group, a sub-partnership of Local Children's Safeguarding Board,

provides a system wide approach to reducing cyber crime and has active involvement of key partners and therefore requires limited involvement from the SSCG.

10. The SSCG has identified additional resources to progress the commissioning of a Youth Gang Violence threat assessment which had previously stalled. This piece of work is scheduled to be delivered in early 2017 and its findings will help to inform partnership activity.
11. In addition to the proactive exploration of key themes as described above, the SSCG has also become a forum for partners to discuss emerging issues. For example in relation to data and intelligence, partners of the SSCG will inform the new partnership platform proposed as part of the new Police Athena system. The SSCG has also been used to inform the approach to supporting victims of Hate Crime following the Police re-structure in 2016.

Community Resilience

12. During 2016, the Communities Steering Group hosted a series of workshops to support the development of a community resilience programme, which builds on work already being undertaken across the county. This included managers and front line offices from across public sector partner organisations and also a number of representatives from the voluntary and community sector.
13. The output of this engagement has been used to form the narrative at Annex A. The narrative describes the context, the ambition and the proposed focus of those who work with communities.
14. It proposes focus in four key areas; Personal Responsibility, Early Help, Community Action and Strong Voluntary and Community Sector.
15. In addition to being part of the cross cutting theme within the HWB Strategy, the Community Resilience programme forms one of the work strands in the Suffolk and North East Essex STP, it is an enabler within the Family 2020 Strategy and is one of the key elements in the Prevention Strategy. It forms part of the community strategies of the borough and districts and will contribute to a number of transformation programmes such as the *Supported Lives, Connected Communities* in Adult and Community Services and the Suffolk Policing Plan. In addition, the outcomes aim to address the demand problems articulated by partners as part of the development of the Community Resilience programme.
16. Whilst we have a countywide narrative which describes a consistent ambition, the intention is to facilitate local variation. The problems and issues, assets and opportunities will vary from community to community and this needs to be recognised.

Resourcing community resilience

17. The approach requires sufficient capacity to develop and sustain relationships with communities, to engage in a dialogue about the things that most matter to that community and the issues and challenges that public services are facing in that locality. The ultimate aim is to work together to find creative ways which tap into the resources of the community as well as making better use of public resources. District and Borough Councils all have some form of communities teams and as the more local tier of local government (accepting town and parish councils are more local) it has been agreed that community development

resource within Suffolk County Council will be 'passported' to districts to form joint communities team to support implementation at a locality level.

18. The teams are being formed to mirror the pairing of Forest Heath and St Edmundsbury in West Suffolk, Suffolk Coastal and Waveney in East Suffolk and Babergh and Mid Suffolk in Central Suffolk and then Ipswich.
19. It was previously hoped that other partners may be able to contribute resources to the communities teams making them multi agency team. However a revised focus for Safer Neighbourhood Teams in the Police has discounted this as an immediate option for the time being, although there is a strong desire from the Constabulary to ensure that engagement with partners and joint problem solving opportunities are maximised. In addition, the structure within Community Action Suffolk has meant that the locality resource is much diminished. However the joint communities team will forge strong relationships with local partners to ensure best use of resources and reduce potential for duplication.
20. The Communities Steering Group has also been able to draw on Transformation Challenge Award (TCA) funds to support investment in infrastructure and capacity building. For example the Volunteering Strategy (agreed by the HWB in November 2015) required an online portal to support the matching of volunteers to opportunities and a funding portal has been created which allows VCS organisations to search for funding opportunities without the need for officer support. Funding has also been used to backfill part of a post to create capacity to lead the change required from within East Suffolk.
21. Members of the Communities Steering Group are also co-ordinating bids for external funding opportunities for example the recently launched Department of Communities and Local Government Communities Fund and the Two Sea's European Funding programme for Ageing Neighbourhoods.

Data, Analysis and Insight

22. Data, analysis and insight play a key role and the Communities Steering Group has benefited from support from the TCA Data, Insight and Digital Workstream. The Steering Group has requested the data and insight lead to develop an evidence and evaluation framework that will;
 - a) Measure 'community resilience' in order that scarce resources can be prioritised and that the information can be used to support community conversations
 - b) Provide a consistent way in which to evaluate the impact of interventions so that partners are able to determine what makes a positive impact and inform the deployment of resources going forward
23. The proposed evidence and evaluation framework to measuring community resilience for Suffolk combines;
 - a) Data available in relation to the demand problems partners articulated as part of a workshop held in August 2016; combined with the New Economy Manchester Unit Cost Database
 - b) A basket of national indicators to measure 'community resilience' using various existing frameworks and concepts as starting point, e.g. Young Foundation's WARM, Healthway's Wellbeing Index, OECD's Better Life Index, etc.

- c) Insight from surveys, such as the Suffolk Residents Survey, Understanding Society Survey, Community Life Survey, etc.

There will be a 'Community Resilience' profile page based on the above data on the revised version of the Suffolk Observatory. This will be available in June 2017 and will be used by the communities teams to inform their planning and activity as well as tracking progress.

24. In relation to capturing impact, a new Case Study template has been designed which will be used and actively promoted by all partners on the Communities Steering Group to track the impact of interventions. This will enable partners to compare the success of different interventions and develop confidence in preventative community based activity helping to build the case to move resources from costly high end services to lower cost early interventions.
25. A collaboration and sharing web site, accessible to all colleagues from across the system will be established. This site will provide the platform to share case studies and other anecdotal evidence of successes and improvement areas, as well as providing the mechanism to capture 'on the ground' intelligence and stories from front-line staff. The site will also host the user guidance for the evidence and evaluation framework.
26. It is intended that the Community Resilience and Data and Insight officers supporting the TCA work will have a dialogue with the Outcome leads and /or key forums to ensure that the content of the framework reflects their priorities and that the final framework be approved by the HWB Programme Office.

Implementation Plans

27. A great deal of activity is already underway in Suffolk contributing to the four areas of; Personal Responsibility, Early Help, Community Action and Strong VCS. The narrative includes some examples of these. In each of the four geographic locations, work has been underway to map current activity and identify gaps. The intention is for each of the four district and borough areas to produce their own implementation plan which will focus the activity of the communities team. These are currently being developed.
28. Whilst the narrative describes an approach for Suffolk, the arrangements to develop the capacity to deliver on the outcomes will vary between the different districts and boroughs and the pace of implementation will also vary. However in practice community development officers across Suffolk are already working more closely together in preparation for coming together formally.
29. Whilst most of the implementation is at a locality level, there is some countywide activity which supports the delivery of the Community Resilience programme. For example the commissioning of Community Action Suffolk as the provider of VCS infrastructure primarily sits with Suffolk County Council and the development of the data and intelligence element. The activity will be incorporated into the suite of plans and monitored by the Communities Steering Group.
30. The implementation plans will also be reviewed in light of the data resource once it has been completed, however officers did not want to wait for this to be in place in order to make progress.
31. As referenced earlier in the report, the Community Resilience programme supports a number of strategic commitments which feature in other strategies and plans. In addition, the HWB has agreed a number of plans which support

and connect to the Community Resilience programme. For example the Volunteering Strategy and action plan is a key component of the Strong VCS and Community Action elements of the Community Resilience programme and the Community Resilience features as one of the three priorities of the Poverty Strategy also adopted by the HWB in 2015.

Key Questions

32. The key questions for discussion are:

- a) Is the Safer and Stronger Communities Group focussing on the right community safety issues and fulfilling the function envisaged by the HWB?
- b) Will the approach to community resilience outlined in Annex A support delivery of the four outcomes in the Joint Health and Wellbeing Strategy 2016-2021?
- c) Will the approach to data and insight give members of the HWB sufficient information to have confidence that:
 - i) resources will be focussed on areas of priority;
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Actions/decisions recommended

33. Agree:

- a) The focus and scope of the Safer and Stronger Communities Group
- b) The proposed approach to deliver the Community Resilience Programme as outlined in Annex A.

Why this action/decision is recommended

34. Strong and resilient communities is a cross cutting theme within the HWB Strategy and the Board needs to have confidence that a credible plan is in place to deliver these theme and that the Safer and Stronger Communities Group and the Communities Steering Group are forums which have the right focus, engagement and resources to ensure effective implementation.

Alternative options (if appropriate)

N/A

Who will be affected by this action/decision?

35. All Suffolk residents

Sources of further information

- a) E-safety strategy: <https://www.suffolk.gov.uk/assets/community-and-safety/staying-safe-online/Suffolk-e-Safety-Strategy.pdf>
- b) [Domestic Abuse Interim Report February - June 2016](#)