

# Cabinet

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<b>Date of Meeting:</b>	<b>08 March 2017</b>
<b>Report of:</b>	<b>Steph Cordon - Head of Communities</b>
<b>Subject/Title:</b>	<b>Connecting Communities – Connected to Services- Initial Outcomes of Delivering Differently In Macclesfield</b>
<b>Portfolio Holder:</b>	<b>Cllr Paul Bates- Communities and Health</b>

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## 1. Report Summary.

- 1.1 On 8 November 2016, Cabinet agreed to a new exciting approach to how we engage with communities through our Connecting Communities Strategy.
- 1.2 This report sets out some of the groundbreaking work we have already been doing to connect services to communities which is one of the key themes of the strategy. It provides the rationale and thinking about why we plan to do more of this in the future and recognises the great assets we have in our communities in terms of both people and facilities.
- 1.3 Cheshire East has been fortunate to be part of a national Central Government pilot called Delivering Differently in Neighbourhoods which has been assessing how communities can become more engaged in service delivery and policy and how this can influence priority and budget setting, and achieve economies of scope at a local level. This pilot which has operated in Macclesfield has given us strong evidence in how to:
  - Quantify and measure outcomes and put a financial value against them – this will support commissioning in the future
  - Engage with communities that have traditionally been hard to reach – to ensure that they can access services that fit their need
  - Deliver services in areas of most need in places where people need them the most
  - Build relationships and networks between community organisations themselves and with the public sector in localities to ensure that people get the best outcomes
  - Recognise the importance of community development officers, in engaging residents in developing and delivering new services and activities
  - Use a brand, 'Delivering Differently' in this case, to unite partners and get the key principles fully understood which enabled organisations to respond to the needs of a person
  - Recognise the importance of working with external organisations who can apply for a range of external funding the Council as a statutory body cannot apply for
  - Gradually implementing a model which is reliant on relationship building through partnership and resident buy in

- Championing of this approach by the Cabinet Member and Local Councillor involvement throughout the process has contributed to its current success.
- 1.4 At the heart of this has been the innovative approach to providing and enabling services to be delivered at the right time, by the right people and at the right place through community facilities which are seen as hubs by local communities. Working with neighbourhood partnerships to ensure local need is matched with the correct services being delivered from our Connected Community Centres is the key to accessing residents with preventative interventions.
  - 1.5 Developing resident led initiatives where there are service provision gaps or requirements for additional interventions around mental and physical health and wellbeing tackling, social isolation and support the most vulnerable in society.
  - 1.6 Key learning from this pilot has been that services and neighbourhood partnerships must work in collaboration to service provision and decision making to ensure the most effective delivery to local residents from our local Connected Community Centres.
  - 1.7 None of this work would be possible without the absolute commitment and energy from local people and community organisations who have worked incredibly hard with us to make this happen and continue to do so.
  - 1.8 Delivering Differently in Macclesfield has focussed on:
    - Developing our local networks of buildings and outdoor spaces, from which together we can increase the range of targeted early intervention and prevention services delivered, in places where people need and will access them
    - Providing opportunities for people to skill up, gain confidence and raise aspirations to get jobs
    - Increasing the availability of physical activities in community settings
    - Providing more community activities which promote good mental wellbeing and social interaction
    - Targeted activities for people who suffer poor mental health
    - Increasing healthy eating activities and community cafes, luncheon clubs, etc.
    - Delivering more services in the community which increase independence for older people
    - Extending community activities and new services which offer support for families
    - Developing places where community links and activity are harnessed and extended
    - Using Neighbourhood Partnerships to provide collective community intelligence, ensuring our social franchise model offer for Connected Community Centres includes local organisations and is targeted in the right locations.

- 1.9 The range of services provided will increase, as the programme develops and more communities are involved in the co-design and delivery of local services. The Communities Team are working with community assets across the borough, and local partnerships and networks, across Cheshire East, are delivering a wide range of early intervention and prevention activities and services to address very local needs. Developing a borough-wide model, based on the learning above, will provide a consistent yet flexible strategic approach which can demonstrate the impact of provision.
- 1.10 Therefore, this model of delivery is one that is recommended to Cabinet as the blueprint for how we can connect services to communities. It recognises that each place and its people are unique and what works for one wont work for another, but sets out some key learning to inform our approach across Cheshire East.

“It is great to see local services working together to benefit the community”. David Rutley, Macclesfield MP.



## 2. Recommendations:

That Cabinet agree :

- (i) to celebrate the excellent progress made to date in ‘Delivering Differently in Macclesfield’.
- (ii) that this is the blueprint for the future model of delivery of connecting communities to services in the future.
- (iii) to thank and recognise the significant contribution that local community organisations and Ward Members in Macclesfield have made in making this such a success and continue to support this initiative.
- (iv) to recognise that Cheshire East commissioned services and resident led initiatives should where possible be directed to deliver from our Connected Community Centres based on local need.
- (v) to note our continued relationship with DCLG as they continue to monitor the progress of this work and regard it as a leading example of innovative community development.
- (vi) that the Leader of the Council and Cabinet Members promote the success of this at a national level to share best practice and influence Central Government policy setting.

## 3. Other Options Considered.

3.1 As this is part of a national pilot working with 23 other Councils, there has been lots of opportunities for shared learning and best practice. This has helped to inform this approach and explore what options are best for Cheshire East and its diverse communities. The work on the ground to engage with the most hard to reach has been both challenging and rewarding in that imaginative methods to engage have been tried out as part of this.

#### **4. Reasons for Recommendation.**

4.1 To update on progress and agree a corporate approach to Connected to Services focussed on ensuring people and community organisations are embedded within local networks, providing mutual help and support.

#### **5. Background / Chronology.**

5.1 Cheshire East Council was successfully awarded grant funding of £90,000 through the Department of Communities and Local Government to deliver the Delivering Differently in Neighbourhoods (DDiN) programme. DDiN aims to transform public services at a neighbourhood level, with the involvement of communities to improve the quality and efficiency of public services, and meet the challenges of reduced public expenditure and rising customer demand.

5.2 DDiN was designed for local authorities to test ways of working innovatively to provide or design services in local neighbourhoods which could be sustainable over time, through co-production and delivering economies of scope. Being a national pilot for DCLG has enabled us to build up a strong relationship with their Local Service Transformation Team and to work with 23 other local authorities sharing best practice.

5.3 Macclesfield was chosen as a pilot area to test and implement this programme as it was recognised that pockets of deprivation alongside many affluent areas often divided communities with the stark difference between the two. It has provided an opportunity to engage intensively with the communities on the 4 estates in Macclesfield (Moss, Weston, Hurdsfield and Upton Priory estate).

5.4 The implementation phase of this pilot approach has been named 'Delivering Differently in Macclesfield' (DDiM), and is being delivered over 12 months, up to April 2017. The focus is on intensive engagement with hard to reach communities, upskilling residents and supporting local resident led initiatives, enabling local communities to become stronger. The delivery of this programme is being led and managed by the Partnerships and Communities Team, who have developed excellent local relationships and a partnership infrastructure which will sustain the work long term. To increase delivery during this pilot year, £60,000 of the initial DCLG grant has been used to commission an external organisation Healthbox who are providing 2 members of staff for 1 year, until the end of February 2017.

5.5 Delivering Differently in Macclesfield is currently a project with a set of key principles:

a) To work in collaboration

- b) To tackle local priorities
- c) To support and develop resident led initiatives
- d) To coordinate service delivery

5.5 What has been achieved so far?

To work in collaboration

5.5.1 Four community based neighbourhood partnerships have been set up with key stakeholders and Ward Members, in either Macclesfield wards or more importantly recognised priority areas in relation to deprivation. These partnerships have been tasked to work collaboratively locally to tackle issues brought forward in these areas. In Macclesfield currently four active neighbourhood partnerships have been established and meet twice every quarter.

Macclesfield South	Moss Rose Partnership
Macclesfield Hurdsfield	Hurdsfield Community Group
Macclesfield Weston and Ivy	Weston Estate Partnership
Broken Cross and Upton	FARUP (friends and residents of upton priory)

5.5.2 In addition to regular meetings, weekly Community Together Groups are held on each estate. Local groups and programmes that are in the process of being set up are offered continuous support to ensure sustainability and new initiatives are developed.

5.5.3 Macclesfield Community Network is connected digitally through Knowledgehub. Over 40 organisations share training, events, opportunities to bid for contracts collaboratively, and also offer each other peer support. A good example of how effective this digital network has been operationally is when each member was asked be part of the Participatory Budgeting (PB) exercise in Macclesfield. Over 70% of the network partners engaged to successfully work in collaboration to set the processes for the delivery of PB in Macclesfield.

To tackle local priorities

5.5.4 The project team who are externally funded using the grant from DCLG have been asked to work under this brand rather than their own organisational brand to ensure sustainability of the key principles once the organisations contrat has come to an end.

5.5.5 Residents and partners have united under the branding and are using it in various ways to show how we are all working together on the ground to address local issues. This has been crucial in terms of taking down organisational boundaries and enables a multidisciplinary person centred approach from services.

5.5.6 Delivering Differently in Macclesfield has engaged with over 750 local people through local events and consultations, as part of a

comprehensive engagement programme. This has led to the development of four new community interest companies, which are now in the process of being set up, utilising the knowledge and enthusiasm of local residents to tackle local priorities.

5.5.7 Engagement work with local residents has led to improving services and community assets, bringing in external funding to deliver.

	Funding Acquired	Outputs achieved
Baby Yoga	£1,500	15 residents attended baby yoga
Nutrition Support – Healthy Lunch club	£1,000	88 residents attended healthy eating classes over 11 sessions
Green Gym Equipment Banbury Park	£16,000	25% amount of additional residents now using the park facilities
Action Station South Park	£50,000	40% amount of additional residents now using the park facilities

To support and develop resident led initiatives

5.5.8 All new resident led services being delivered that have been initiated through Delivering Differently in Macclesfield are being measured through the New Economy's Cost Benefit Analysis (CBA) Model which allows organisations to evaluate projects in relation to financial return on investment. This enables organisations to demonstrate cost savings their project will make through outputs and outcomes they intend to achieve, from early intervention and preventative work. The costs associated with each of the resident led programmes have been sourced externally, or have been successful through Cheshire East Council's Participatory Budgeting initiative.

Service/Activity	Provider	Estimated Outcomes	Costs to deliver the project per annum	Savings to Statutory services per annum
Smoking Cessation Resident Led Groups	Local residents through the support from Healthbox	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• A&amp;E attendance</li> <li>• Reduced hospital admissions</li> <li>• A&amp;E attendance all scenarios</li> <li>• Improved well-being of individuals</li> <li>• Improved family well-being</li> </ul>	<p><b>£3,608</b> Acquired through the Public Health OneYou contract</p>	<b>£20,788</b>
Cognitive Behavioural	Local Residents	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• A&amp;E attendance</li> </ul>	<b>£1,625</b>	<b>£32,216</b>

Therapy Support Group		<ul style="list-style-type: none"> <li>all scenarios</li> <li>Reduced hospital admissions</li> <li>Improved well-being of individuals</li> <li>Improved family well-being</li> </ul>	Acquired through Participatory Budgeting	
Tinytearaways – (mums n tots with health theme)	Local Residents	<ul style="list-style-type: none"> <li>Improved community well-being</li> <li>Improved children's well-being</li> <li>Reduced isolation</li> </ul>	<b>£850</b> Acquired through Participatory Budgeting	<b>£9,272</b>
Life Programme – (support addictive behaviours and socially isolated)	Local Volunteers through the support from Reach out and Recover	<ul style="list-style-type: none"> <li>Reduced incidents of crime</li> <li>Reduced drug dependency</li> <li>Reduced alcohol dependency</li> <li>Reduced hospital admissions</li> <li>Improved well-being of individuals</li> </ul>	<b>£10,000</b> Acquired through external funding	<b>£117,105</b>
Mental Health Awareness Training	Local Residents	<ul style="list-style-type: none"> <li>Improved health outcomes from people in work</li> <li>Mental health</li> </ul>	<b>£2,520</b> Acquired through DDiM support	<b>£16,183</b>
The Green in the Corner Dementia Cafe	Local Residents	<ul style="list-style-type: none"> <li>Improved health outcomes from people in work</li> <li>Improved well-being of individuals</li> <li>Improved community well-being</li> </ul>	<b>£6,000</b> Acquired through DDiM support and Participatory Budgeting	<b>£29,551</b>

Weston Memories (Local community group based on remembrance and local history)	Local Residents	<ul style="list-style-type: none"> <li>• Improved Mental health</li> <li>• Improved well-being of individuals</li> <li>• Improved community well-being</li> </ul>	£1,100 Acquired through DDiM support	£13,017
<b>TOTAL</b>			<b>£25,703</b>	<b>£238,132</b>

5.5.9 Using CBA, enables us to provide a standard way of impact measurement for the early intervention and prevention initiatives that are part of this programme. Using this tool it is estimated based on the above seven initiatives, if they were delivered over the 5 years the cost savings of £238,132 compared with the overall project costs of £25,703 will provide a £212,429 over all saving. This is suggesting on average for every £1 spent on resident led initiatives, £9 can be saved through the early intervention and preventative work. These savings are in most instances non-cashable, but demonstrate that by delivering proactive services, we can achieve significant savings in reactive costs from high end services.

5.5.10 Additional external funding has also been sourced for:

- Three of the four newly established community interest companies (CiCs) have already secured funding, supported by the local community, of over £5,000 through Cheshire East Public Health’s Participatory Budgeting exercise.
- Participatory Budgeting applicants, particularly non-successful applicants with ideas, are being supported to explore opportunities to find funding elsewhere. Also all successful applicants are being offered support to use the cost benefit analysis standardised measurement tool to demonstrate their impact and support the sustainability element of their project.
- A £15,000 application is currently through to the final stage of Cheshire Community Foundation to deliver a range of inter-generational lunch clubs and a family activity session at the Church of the Resurrection which was an identified need through the neighbourhood partnership. This will be a sustainable programme which will be taken on by local residents.

To coordinate service delivery

5.5.11 The neighbourhood partnerships will have a greater responsibility in supporting the social franchise model for Connected Community Centres. They will use statistical data and local intelligence to determine what services will be best placed to deliver from each franchisee. The future direction of Connected Community Centres, will be part of a future report. It is proposed that the criteria to become a Connected Community Centre needs to reflect where services need to be delivered, recognising issues such as being in an area of deprivation. An offer to become part of a Community Network will be provided to other buildings that do not meet this criteria.



## **6. Wards Affected and Local Ward Members**

- 6.1 The Strategy applies across the whole borough, although the focus is on the areas of most need at this stage. This report sets out the initial outcomes from the pilot approach in Macclesfield.

## **7. Implications of Recommendation**

### **7.1. Policy Implications**

- 7.1.1. The Strategy sets out ways to meet Outcome 1, Our Communities are Strong and Supportive. It underpins the Sustainable Community Strategy, Ambition for All and support the delivery of many other policies.

### **7.2. Legal Implications**

- 7.2.1 When considering any proposal the Council must have due regard to its equality duties. The Public Sector Equality Duty as set out at S149 of the Equality Act 2010, states:

“(1) A public authority must, in the exercise of its functions, have due regard to the need to—

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it... “

- 7.2.2 An Equality Impact Assessment would assist in evidencing that the Council has regard to the PSED when deciding whether the decisions made meet those equality duties.

- 7.2.3 Any scheme proposals which include the Council procuring goods and services will need to be compliant with the Council's own Finance and Contract Procedure Rules and the Public Contracts Regulations 2015.

- 7.2.4 Should the proposed scheme support Delivering Differently initiatives by allowing delivery via community venues any state aid implications will need to be identified and addressed, when the the scheme is elaborated in more detail.

### **7.3 Financial Implications**

7.3.1 There are no further financial implications arising from this report. The resource implications were included in the report on the Connecting Communities Strategy on 8 November 2016.

#### **7.4 Equality Implications**

7.4.3 There are no specific equality implications and due regard has been taken to our Equality Duty.

#### **7.5 Rural Community Implications**

7.5.3 Further work will cover all of Cheshire East and will develop new services and activities in rural communities to meet specific local needs.

#### **7.6 Human Resources Implications**

7.6.1 There are no specific HR implications.

#### **7.7 Public Health Implications**

7.7.1 This has significant positive public health outcomes and the work undertaken around targeting those that are hardest to reach and in the poorest health has been really innovative. Public Health are very keen to remain fully engaged in community based commissioning at a locality level and to ensure co-production and design of local services.

#### **7.8 Other Implications**

None

### **8 Risk Management**

8.1 Risks are identified through the Partnerships and Communities Business Planning process and are logged, reviewed and monitored.

### **9 Access to Information/Bibliography**

9.2 Connecting Communities Strategy agreed by Cabinet on 8 November 2016.

### **10 Contact Information**

Contact details for this report are as follows:-

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