

# CHESHIRE EAST COUNCIL

## Cabinet

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<b>Date of Meeting:</b>	1 <sup>st</sup> April 2014
<b>Report of:</b>	Steph Cordon, Head of Communities
<b>Subject/Title:</b>	Outcomes of Creating Resilient Communities Review and How We Make It Happen (Forward Plan Ref: CE 13/14-73)
<b>Portfolio Holder:</b>	Cllrs David Brown- Strategic Communities and Les Gilbert – Communities and Regulatory Services

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### 1.0 Report Summary

- 1.1. As a resident first Council, it is our firm belief that our communities are the key stakeholders in shaping and developing Cheshire East and the services that the Council deliver. To make this a reality, this report sets out some bold and ambitious plans which focus on early intervention and building stronger communities.
- 1.2. To not implement this radical approach would mean that we would simply not be planning for the future. For example, we know that there is an increasing ageing population in Cheshire East with the biggest increase in residents aged over 85. We need to act now and plan for the future as we know that as people live longer, they may have more health issues and complex conditions. We need to work with our communities to ensure that social care is able to deal with the increases in demand and that people continue to enjoy quality of life and retain their dignity and independence. This isn't to say that we will be in a position to provide all of the support ourselves, but we can work with our communities and partners to manage this effectively.
- 1.3. We know that we have significantly reduced the numbers of young people who aren't in education, employment and training (NEETs), but even one is too many. We want our children to leave school with qualifications, confidence and where possible to be fit, active and healthy. We know we need to tackle this issue early on in children's lives through early intervention and prevention and our approach to community. Working with our partners and communities we can be proactive in preventing expensive need by capturing issues upstream, before they become critical and expensive.
- 1.4. In summary, the approach focuses on how we deliver services as locally as possible to develop strong communities. There are five main strands to this
  - i **Community Engagement** - to enhance the Community Engagement Team and develop a Community Engagement

Strategy which secures commitment from CEC and partners to a new way of working with our communities, in order to further develop strong, supportive and cohesive local communities

- ii **Community Partnerships** - to promote Community Partnerships and where communities are interested, support them to establish new partnerships in order to further develop communities with a strong sense of neighbourliness.
- iii **Community Hubs** - to develop Community Hubs across Cheshire East which provide services where local people will use them, so that services are delivered in the way which gives the best value for local people.
- iv **Community Leadership** - to support Members in their front line role, to consult on the detail of the Local Plan to ensure it is meaningful to their local community, in order to work towards achieving a sustainable Cheshire East.
- V **Partnership Governance** - to establish strategic partnerships across Cheshire East to enable joint commissioning and improved integration of local services, in order to support the delivery of effective and efficient partnership working and be a leading Council.

## **2.0 Recommendations**

### **2.1 Cabinet agree that**

- 2.1.1 this is a resident and partnership-led approach to creating stronger communities;
- 2.1.2 the engagement of residents and partners, especially the faith communities and their commitment and enthusiasm, is encouraged and supported;
- 2.1.3 the five main areas of focus as set out in Appendices A - E are the right ones to pursue; and
- 2.1.4 detailed papers on each of these will be brought to Cabinet for discussion on progress on a six-monthly basis, or more frequently if there are significant items to report.

## **3.0 Reasons for Recommendations**

- 3.1 To ensure that there is a clear direction and commitment to taking this forward and Members are aware of and agree the outcomes, objectives and proposed actions as outlined in this report.
- 3.2 To pro-actively respond to future demands on the Council: such as vulnerable children and adults; the increasing older population; social

isolation; asset management/rationalisation and the digitalisation agenda. To agree our new approach to Community Engagement and Community Leadership, support for the development of Community Partnerships and Community Hubs, and to establish the new strategic partnership governance arrangements.

- 3.3 The outcomes of the review will remain the same. However, once the priorities outlined in this report are delivered and as new evidence emerges, the actions to deliver the outcomes will change to meet current demands.

#### **4.0 Wards Affected**

- 4.1 All

#### **5.0 Local Ward Members**

- 5.1 All

#### **6.0 Policy Implications**

- 6.1 The ambition to create thriving and strong communities is at the heart of achieving the Council's five key outcomes. Outcomes and Key Performance Indicators are set out in the High Level Business Case endorsed by EMB.

#### **7.0 Financial Implications**

- 7.1 In general, adopting the new approach to Localism and developing Resilient and Strong Communities can be met through existing budgets. However, there are potential financial implications, in respect of creating additional Community Partnerships and Community Hubs. Specific proposals and bids for capital resources will be brought forward in due course, but it is intended that any investment will save long-term revenue costs and will enable the rationalisation of assets.

#### **8.0 Legal Implications**

- 8.1 The recommendations contribute to the local delivery of the Localism Act. There are no immediate legal implications arising from Cabinet approving the recommendation as set out in paragraph 2 of the report. As detailed plans are drawn up to develop Community Hubs, the precise legal implications will be identified, legal advice provided and in due course specific measures identified for consideration.

#### **9.0 Risk Management**

- 9.1 The implementation will be managed through the Council's TEG and EMB project management processes. A High Level Business Case has been developed for progression of this approach and outlines the key risks and mitigation of them.

- 9.2 The new approach to Localism and Creating Resilient and Strong Communities strongly contributes to the Council 3 year plan outcomes. There is a risk that these outcomes would not be fully achieved without adopting this approach.

## 10.0 Background and Options

- 10.1 The Creating Resilient Communities Review was agreed as a major change programme (7.6), in the Council's 3 Year Plan. It has been successfully led by both the respective Cabinet Members – Strategic Communities and Communities and Regulatory Services with key support from the Communities Policy Development Group and significant engagement has taken place recently with partners and communities to ensure that this is an approach that they can sign up to.
- 10.2 The Review started in July 2013, and a Project Team developed the new approach working with Cabinet Members, Communities Policy Development Group and the LAP Champions. The outcomes are also a result of a number of sessions held with both Informal Cabinet and Corporate Leaderships Board, and the High Level Business Case has been endorsed by TEG, and EMB (18<sup>th</sup> March 2014).
- 10.3 The aim is to develop **thriving local communities** that:
- are confident and self sufficient
  - have a clear view of their future
  - are proud and neighbourly
  - pull together to get things done
  - have a voice to influence the decisions that affect them
  - have joined up, good quality, affordable local service
  - are well led by local people who are democratically accountable.
- 10.4 The **Key Principles** below have been identified by the review and are key to enabling us to deliver the ambitions set out. We will:
- Actively listen and engage with communities to make a difference
  - Get out there and help communities to change things
  - Make sure that everyone knows what we mean by “going local” and creating stronger communities
  - Build relationships based on what we say is what we do
  - Understand what communities can do with us and for themselves
  - Get the right conversations happening in the right places
  - Address big areas of change and demand, such as supporting vulnerable children and adults, ageing population, digital inclusion etc.

## 11. Five Key Areas of Focus

11.1 The details of the following five key areas of focus that we think are important to help increase the strength of both individuals and communities to achieve their full potential are set out in Appendices A – E.

- i **Community Engagement** - to enhance the Community Engagement Team and develop a Community Engagement Strategy which secures commitment from CEC and partners to a new way of working with our communities, in order to further develop strong, supportive and cohesive local communities
- ii **Community Partnerships** - to promote Community Partnerships and where communities are interested, support them to establish new partnerships in order to further develop communities with a strong sense of neighbourliness.
- iii **Community Hubs** - to develop Community Hubs across Cheshire East which provide services where local people will use them, so that services are delivered in the way which gives the best value for local people.
- iv **Community Leadership** - to support Members in their front line role, to consult on the detail of the Local Plan to ensure it is meaningful to their local community, in order to work towards achieving a sustainable Cheshire East.
- v **Partnership Governance** - to establish strategic partnerships across Cheshire East to enable joint commissioning and improved integration of local services, in order to support the delivery of effective and efficient partnership working and be a leading Council.

## 12.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

Name: Steph Cordon  
Designation: Head of Communities  
Tel No: 01270 686401  
Email: [steph.cordon@cheshireeast.gov.uk](mailto:steph.cordon@cheshireeast.gov.uk)