Nottinghamshire County Council

27th September 2016

Agenda Item: 10

REPORT OF THE CORPORATE DIRECTOR PLACE

COMMUNITY EMPOWERMENT & RESILIENCE PROGRAMME

Purpose of the Report

1. The purpose of this report is to:
   - Update Members on developments within The Community Empowerment and Resilience Programme [CERP].
   - Seek approval for the establishment of 3 temporary Neighbourhood Coordinator posts for a period of 18 months to support this Programme within the Community and Voluntary Sector Team. The Coordinators will work with communities to tackle the impact of isolation and loneliness at the very earliest opportunity.

Information and Advice

Background

2. The CERP forms part of the Redefining Your Council framework. The programme has been developed in recognition of the need for NCC to look at creative resident-led solutions where it is not possible to deliver service provision in ways traditionally funded by the Council. The vision for the Programme is: **"To delay or prevent the need for intervention by partners delivering public services through enabling Nottinghamshire communities to be more empowered and resilient."**

3. The objectives of the programme are to foster a whole community approach which has co-design and collaboration as its core values and which encourages and enables a resilient Voluntary and Community Sector [VCS] across Nottinghamshire to empower residents to co-design and co-deliver local services.

4. The expected outcomes for the programme are that strong and resilient services are shaped by all partners including the VCS; there is a collaborative use of resources across services; a confident VCS is developed and supported which can effectively engage citizens and demonstrate social impact and value for money and that local provision is co-produced with service users and co-delivered by communities through social action approaches. This will be supported by increased local intelligence allowing for locally tailored services and look to a relationship change from dependency to interdependency between service providers, communities and service users.

5. The CERP focusses on two strands of activity:

- A universal strand, strengthening the VCS, which aims to work with partners across Nottinghamshire, including the VCS to ensure that communities and individuals are provided with the tools to become more self-sufficient and resilient.
- A targeted strand, Age Friendly Nottinghamshire, which supports an approach to activating residents to help tackle isolation and loneliness, as early as possible in local communities supported by a coherent strategy amongst local partners.

The Better Care Fund [BCF]

6. The Better Care Fund (BCF) is a means by which NHS organisations and local authorities work together and invest in a range of health and social care services which support people to remain living independently. The focus of the BCF is to reduce avoidable hospital admissions, provide responsive services which enable people to return home from hospital in a timely way and which support people to remain at home with the right care and support. The BCF aims to respond to service user and carer feedback, thereby improving the quality and effectiveness of services.

7. At the start of 2015/16, central government allocated, via the BCF, an element of funding specifically for the implementation of the Care Act, 2014. Nottinghamshire's allocation of the BCF Care Act funding was £1.983m. Throughout 2015/16 whilst monitoring the Care Act spend it was clear that there would be an underspend in the Care Act allocation. Primarily this was due to the postponement of Part 2 of the Care Act. As a result £1.6m was agreed and carried forward into 16/17 budgets.

8. A robust process was put in place to identify the initiatives to be funded. A business case was submitted to request additional resource [£244,000] to support the CERP and pilot an Age Friendly Nottinghamshire approach, which was approved at the BCF Board in July 2016. Progress reports of the project's performance and monitoring against agreed objectives will be required to be given to the BCF Board, ASCH Committee and the Health and Well-Being Board. There will also be progress updates provided to the Community Safety Committee.

Age Friendly Nottinghamshire Pilot – Tackling Loneliness and Isolation

9. The targeted strand, Age Friendly Nottinghamshire aims to recognise that as people get older, they face increasing challenges and in an age friendly community, policies, services and structures related to the physical and social environment which are designed to support and enable people to age actively bring huge benefits.

10. Through the CERP partnership approach, stakeholders aim to develop an integrated 'whole system' approach to tackling loneliness and isolation including for frontline workers such as housing officers, social care workers, community pharmacists and supermarket staff to 'Make Every Contact Count' by recognising indicators and linking at risk older people with resident-led activity. For example, the Social Care Institute for Excellence (SCIE) are now training large numbers of workers in skills to tackle social isolation and in strength-based approaches that can find and build local networks.

11. Estimates of the numbers of older people living alone in Nottinghamshire show that there is expected to be a rise from around 53,000 in 2011 to 74,000 by 2025, an increase of 40%"

(JSNA). This approach aligns with the Adult Social Care Strategy and its aim to share "responsibility with individuals, families and communities to maintain [individuals] health and independence" (ASC Strategy, 14/16). Adult Social Care costs the authority around £200m per annum which is 42% of NCC's net budget so is a key area of focus for financial savings.

12. Commissioners and the workforce do not have all the answers. Loneliness is a deeply personal experience, and unsurprisingly, the solutions for people often need to be personalised. This approach will employ grassroots Neighbourhood Coordinators who can build local relationships enabling those suffering from loneliness and isolation to access the support they need. The Local Government Associations (LGA) Combating Loneliness Report (2016) highlighted that Councils should work at a neighbourhood level, to understand and build on existing resources.

13. Many intervention services rely on existing referral pathways which means an individual, potentially via a gateway service, has to formally present a problem. Due to the proactive engagement methods of Neighbourhood Coordinators, for example door knocking, they identify those 'hard to reach' groups of people who are suffering from loneliness and give them a helping hand to connect with the community.

14. Neighbourhood Coordinators build local intelligence and use knowledge of where local provision is not available, but there is an evidenced need, to facilitate resident-led projects. The overarching benefit of the Age Friendly Nottinghamshire pilot will be to reduce the demand on public services while enhancing and strengthening social action at a local neighbourhood level.

15. The impact on the residents who have been both mobilised and helped by the pilot project will be measured by analysing preventative interventions e.g. facilitating a resident to provide a lonely neighbour with company twice a week. Whilst it is recognised that it is difficult to evaluate a financial impact for this type of work we have used the experience of similar projects elsewhere to estimate the scale of financial benefit we could expect for the level of proposed investment. The expected outcomes from this targeted work will include:

- Measured interventions and activities to tackle loneliness and isolation, preventing the reliance on public services, and ultimately saving money;
- Inter-connected residents and agencies to ensure public service activity is co-ordinated and supported locally;
- Integrated knowledge shared across partners to cascade the right information clearly and consistently;
- Nottinghamshire's first Age Friendly Communities in terms of place, people and services.

Strengthening the VCS

16. The universal strand of the CERP utilises the State of the Voluntary Sector Report commissioned by NCC in 2015 to catalyse collaboration across voluntary organisations and wider partners aimed at strengthening community activity. Key findings show:

- Over 4,000 voluntary groups operate across Nottinghamshire
- The sector brings in £192 million per year
- 80,000 volunteer hours a week contribute to delivering local services.

17. The voluntary sector is considered to be a key enabler for the programme due to their grassroots links. A series of events have been facilitated in the last 10 months with a broad range of representatives from the VCS and other public sector bodies. The intention of these events has been to:

   - Create a new relationship between stakeholders which is about shared ownership, co-production and social action;
   - Identify priorities and shape a cross sector partnership to support Community Empowerment and Resilience;
   - Establish a programme of work based on these priorities, with people and organisations signed up and prepared to contribute to delivery;
   - Agree a key set of principles that underpin a new way for working across the voluntary and community sector and partner organisations.

   Using a co-production approach five work streams have been defined and developed based on the core themes emerging from the State of Sector report. These include: Creating Active Participation; Coordinating Sector Voice; Enabling Social Action and Community Development; Sector Solution to the Volunteering Gap and Understanding/ Mastering Commissioning for Local Success.

18. This will be guided by a multi partnership steering group alongside shaping and informing the work of the Nottinghamshire Together Partnership (a grant aided response to VCS infrastructure needs across the county) as well as the work of the authority to pursue the wider objectives of the Community Empowerment and Resilience Programme.

19. This programme has significant potential to deliver long term savings to the authority, through strengthening, mobilising and tapping into the VCS to support the overarching objective of the programme to delay or prevent the need for intervention from the Council and other public services by enabling Nottinghamshire communities to be more empowered and resilient.

20. Building capacity at a local level in a targeted way which focuses on prevention, early help and local need is fundamental to successfully stimulating social action in communities. Social action has long been part of the fabric of Nottinghamshire life and the many growing challenges make this more important than ever. Various evidence based approaches which aim to mobilise residents to help their neighbours have success levels in terms of empowering volunteers and achieving sustainable outcomes.

21. Further harnessing the skill, passion and capability of residents can empower communities, improve outcomes and complement public services. Building community capacity and enabling social local action is not easy, however the benefits of doing this include increasing resources available to achieve social goals; enabling broader and better targeted support, encourages and empowers local residents to create local solutions which reduces demand on public services.

Proposal

22. It is proposed that 3 temporary Neighbourhood Coordinators roles are established within the Community and Voluntary Sector Service for an 18 month period to provide additional capacity to build relationships with residents, invigorate bottom-up social action and develop

sustainable outcomes with multi-agency support e.g. befriending groups, activities and other provision to tackle social isolation.

23. The BCF covers the temporary salary costs for the 18 month period and associated costs which include business support till April 2018; programme officer support to facilitate the CERP - maintaining a robust programme plan and small innovation pot to pump prime initiatives, for example Good Neighbour Guides.

Other Options Considered

24. The BCF funding proposal has been ratified and agreed via a robust business cases and scrutiny from ASCH senior leadership team. It has been confirmed as delivering the national conditions for the Care Act responsibilities as well as delivering on savings and efficiencies in the short to longer term.

Reason/s for Recommendation

25. The desire to empower communities to support each other and be more resilient is not new but in the context of rapidly changing public sector landscape increasing social and community capacity is fundamental to how the Council operates in the future. Building community capacity and enabling social action are central to wider discussions on how services are best commissioned and how they engage in order to tackle the rising demand on already stretched services.

Statutory and Policy Implications

26. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

FINANCIAL IMPLICATIONS

27. The cost of the three temporary posts and associated programme costs will be met from the BCF allocation of £244,000. These posts have had an indicative grading at NJC Band A.

Business Support/Ways of Working Implications

28. The posts will be based at the Community and Voluntary Sector office in West Bridgford, however as with existing team members, these posts will be working in specific communities over the 18 month period and flexible hosting arrangements will be confirmed as the pilot develops. There is sufficient flexible working accommodation to support these posts. Programme Officer and Business Support will be provided within the service.

RECOMMENDATION/S

It is recommended that Community Safety Committee:

- Agrees the establishment of three temporary posts within the Community and Voluntary Sector Team for a period of 18 months.
- Notes the progress of the CERP.

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For any enquires about this report please contact
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CONSTITUTIONAL COMMENTS (SLB 05/09/2016)

Community Safety Committee is the appropriate body to consider the content of this report, subject to the Council's Employment Procedure Rules which require all reports regarding changes to staffing structures to include HR comments and for consultation to take place with the trade unions.

FINANCIAL COMMENTS (SES 09/09/16)

The financial implications are set out in the report.

HUMAN RESOURCE COMMENTS (RH/07/09/2016)

These posts have been preliminary evaluated under the job evaluation process and the grades detailed are indicative grades pending a formal job evaluation process. The posts will be recruited to using the County Council's vacancy control protocol. The recognised trade unions have been consulted and are in agreement with the recommendation

BACKGROUND PAPERS AND PUBLISHED DOCUMENTS

None

ELECTORAL DIVISION[s] and MEMBER[s] AFFECTED

ALL