



To: Community and Neighbourhoods Scrutiny Board (4)

Date: 14/01/2015

Subject: Active citizens, Strong Communities Strategy and Implementation Plan (formerly Asset Based Working)

1 Purpose of the Note

- 1.1 To update Scrutiny Board (4) on progress implementing the Active Citizens, Strong Communities strategy.

2 Recommendations

- 2.1 That Scrutiny Board (Communities and Neighbourhoods) is asked to note the contents of the Active Citizens, Strong Communities Strategy and Initial Implementation Plan (Appendix 1) and is invited to make additional recommendations regarding priorities and implementation.
- 2.2 That the Director of Public Health reports back to Scrutiny Board (Communities and Neighbourhoods) on progress and to recommend further priorities for implementing the strategy in 2016.

3 Information/ Background

- 3.1 The Council wants Coventry to be ambitious for itself and its citizens. It is committed, through the Council Plan, to making the city a globally connected city that is attractive to businesses and investors – but also locally committed to improving the quality of life for all our residents. It is also committed to make sure that economic growth and investment in the city benefits local people. The Council recognises that the best way for this to happen is to enable and empower residents, communities and groups to use and develop their own skills and potential to take control over their own lives. This is especially true at a time when the Council's resources are being significantly reduced.
- 3.2 The Council Plan approved by Cabinet in January 2014 sets out the Council's ambition to have new conversations with residents, communities and partners, enabling them to do more for themselves by encouraging residents to become active citizens; engaging with communities to involve them; and working with partner agencies in the voluntary, public and private sectors.
- 3.3 As part of this, the Council is committed to engaging with communities to involve them in uncovering and using their own skills, talents and resources to achieve their ambitions; shaping and improving local services and designing and implementing solutions that meet

local need. This is an opportunity to have fresh conversations with residents, communities and partners to explore different ways of getting things done.

- 3.4 On the 17th September 2014, Scrutiny Board (Communities and Neighbourhoods) received a briefing note and presentation from the Deputy Director of Public Health on emerging plans to develop asset based working. Scrutiny Board (Communities and Neighbourhoods) resolved to note the contents of this paper and recommended that their comments should be used to inform the development of a strategy and work programme for Asset Based Working in Coventry.
- 3.5 On the 17th December 2014, the Active Citizens, Strong Communities Strategy and Implementation Plan was jointly endorsed by the Cabinet Member for Health and Adult Services and Cabinet Member for Community Development and Social Enterprises. It was recommended that the Scrutiny Board (Communities and Neighbourhoods) be invited to contribute suggestions regarding priorities and implementation and that the Director of Public Health should report back to the Cabinet Member for Health and Adult Services and Cabinet Member for Community Development and Social Enterprises in June 2016.
- 3.6 The Strategy and Initial Implementation Plan will continue to be revised and updated as resources are identified externally and with partner agencies locally to support the growth and development of this work. A number of bids to external funding agencies have been developed and a key part of the strategy is to identify external resources to support this work programme.
- 3.7 Implementation of the Strategy will be overseen by a multi-agency partnership, chaired by the Police Commander for Coventry and supported by the Council's Insight, Public Health and Community Development teams. This group will report to the Cabinet Member for Health and Adult Services and Cabinet Member for Community Development and Social Enterprises and to Coventry's Health and Well-being Board.
- 3.8 The Strategy and Implementation Plan reflect key priorities identified by Scrutiny Board (Communities and Neighbourhoods) at its meeting on the 17th September. As a result of this session a number of changes have been made to the work programme. The name of the programme has been changed to 'Active Citizens, Strong Communities' in place of 'asset-based working'. A community directory / database is in development, due for completion in Spring. Plans are underway to improve promote better use of community facilities and community groups to reduce social isolation for older people, through the work of the Better Care (integrated health and social care) Programme. A working group has also been established to review how social media can be used to support this work, due to report in March 2015. Additional priorities will be incorporated into the Implementation Plan, following discussion with Scrutiny Board (Communities and Neighbourhoods) and will other local partners.

Report Author(s): Ruth Tennant

Name and Job Title: Deputy Director of Public Health

Directorate: Chief Executive's

Telephone and E-mail Contact: ruth.tennant@coventry.gov.uk, 024 7683 1606

Enquiries should be directed to the above person

Joint Meeting of Cabinet Members (Health and Adult Services) and (Community Development, Co-operatives and Social Enterprise) 17th December 2014

Name of Cabinet Member:

Cabinet Member (Health and Adult Services) – Councillor Gingell
Cabinet Member (Community Development, Co-operatives and Social Enterprise) – Councillor Abbott

Director Approving Submission of the report:

Director of Public Health

Ward(s) affected:

All

Title:

Active Citizens, Strong Communities: Coventry's Asset-based Working Strategy and Initial Implementation Plan 2014-15

Is this a key decision?

No, however individual decisions required as a result of individual work-streams under the strategy may require Cabinet decision.

Executive Summary:

Asset based working' is an approach which recognises the resources, skills and knowledge that exist within local people, communities and organisations which contribute to health, well-being, community cohesion and local democracy. Locally, we describe this approach as one which aims to build active citizens and strong communities. This work seeks to recognise, value and maximise the collective resources of residents, professionals, businesses and organisations, rather than simply reacting to people's deficits, problems and needs.

The City Council's Medium Term Financial Strategy (MTFS) sets out the need to do things differently by considering alternative service delivery models and options for delivering service outcomes in different ways with less reliance on Council delivered services. This strategy complements the MTFS by defining an approach that will seek to build community capability at a time of reducing resources across the public sector.

The strategy, which has been developed by a range of partners, proposes action in five areas. These are:

1. Building capacity locally to support asset based working, through the development of a local Centre for Excellence and continued development of the City Council's Community Development Service
2. Co-designing and co-delivering local services with local people.
3. Supporting staff across a range of organisations to work differently
4. Working with local statutory and voluntary sector partners to access external funding to support and develop this work
5. Evaluating the impact of this work locally

The strategy will be delivered through the implementation of the Active Citizens, Strong Communities Action Plan.

Recommendations:

1. That the Cabinet Member for Health and Adult Services and the Cabinet Member Community Development, Co-operatives and Social Enterprise endorse the policy direction of the emerging strategy and the initial implementation plan
2. That Scrutiny Board (Communities and Neighbourhoods) is invited to contribute suggestions regarding priorities and implementation
3. That the Director of Public Health reports back to the Cabinet Member for Health and Adult Services and the Cabinet Member Community Development, Co-operatives and Social Enterprise by December 2015 to report progress and recommend further priorities for implementing the strategy during 2016.

List of Appendices included:

Active Citizens, Strong Communities: Coventry's Asset-based Working Strategy, Working and Delivering Together

Other useful background papers:

None.

Has it been or will it be considered by Scrutiny?

Yes, Scrutiny Board (Communities and Neighbourhoods) will consider it on 14th January 2014

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

Active Citizens, Strong Communities Group

Will this report go to Council?

No

Report title: Active Citizens, Strong Communities: Coventry's Asset-based Working Strategy and Initial Implementation Plan 2014-15

1. Context

- 1.1 The Council wants Coventry to be ambitious for itself and its citizens. It is committed to working with partners to make the city a globally connected city that is attractive to businesses and investors and also to improving the health and quality of life for all our residents.
- 1.2 The best way for this to happen is to enable and empower local people, communities and groups to use and develop their own skills and potential to take control over their own lives. This is especially true at a time when resources across the public sector are reducing, putting pressures on the ability to provide public services in the way that the Council and others have in the past. This provides an opportunity to have fresh and honest conversations with residents, communities and partners to explore different ways of getting things done.
- 1.3 There are already many good examples of individuals and groups across the city, doing more for themselves and working to support each other to build resilience in communities. It is important that the Council acknowledges and encourages this; it needs to enable individual initiatives to succeed and take care not to put obstacles in the way.
- 1.4 The Council's Kickstart initiative – and similar initiatives being carried out by other public sector organisations, recognises the need for a whole-scale shift in the culture of the workforce so that employees and elected members perceive their roles as enabling citizens to take charge of their own lives, rather than encouraging dependency on diminishing public services. This approach will be reinforced by the Council's emerging Customer Journey and City Centre First Strategies, which will be set out in the forthcoming Budget process and will continue to change the relationship between the Council and its citizens
- 1.5 It is therefore essential that the Council and local partners develop organisational capability to work differently with residents, communities and partners. There is expertise within the Council and other organisations across voluntary, community, statutory and private sectors that can be harnessed, shared and grown to enable wholesale change in the way that service providers and residents relate to each other. This is essential to achieving the scale of change that is required so that those who are most able to can reduce reliance on public services and scarce resources can be targeted on those who most need them.
- 1.6 There needs to be a more co-ordinated approach to enabling and empowering communities, which allows partners to exchange knowledge and skills and shares opportunities to promote this way of working.

2. Options considered and recommended proposal

- 2.1 The recommended proposal is that the Cabinet Members agree the broad policy direction set out in Active Citizens, Strong Communities: *Coventry's Asset Based Working Strategy* set out in Appendix 1.
- 2.2 Specifically, this includes the overall aim:

We want to encourage, enable and empower residents to be active citizens, building strong, involved communities and to be partners in reducing demand and improving services. We will work with local communities and local people to intervene before problems reach a crisis and to find solutions that reflect and build on local people's skills, experience and capability.

- 2.3 Delivery of the strategy will be guided by a set of principles, which make it clear that there needs to be a flexible approach to further developing and delivering the strategy. A linear process will not succeed: implementation requires on-going reflection and a learning-by-doing approach. The over-arching principles are:
- Getting this right will require a step-change in how we do business. This will not happen overnight and will need to be tested out in a few areas, building on the best of what is already out there, to demonstrate how it can work in practice and then industrialising this approach.
 - The work has implications for how we all work and the attitudes and skills of staff across a range of organisations. It will need statutory agencies and other people who deliver services or support communities to devolve power, deepen relationships with local people and promote co-produced services.
 - We need to make it possible for people to meet needs informally, looking at what people can do and want to do (an asset-based approach), rather than just what they can't do (a needs based approach).
 - This work is going on already (see examples in the Appendix) and we need to learn from the best: staff who are already co-designing services with local people, elected members' local knowledge, connections and influence and voluntary and community groups who have stepped in and found their own solutions.
- 2.4 The advantage of the proposed approach is that it will enable the Council to benefit from the pooling of resources (knowledge, skills and employees) across partner organisations. This is much more likely to have a quicker and deeper impact on the way the Council relates to citizens and communities.
- 2.5 An *alternative option* would be for the Council to develop and deliver its own strategy. However this is not recommended as it would have access to far fewer resources / learning opportunities and would not be able to effect the rapid change that is needed to work differently with citizens and communities at this time of wholesale service review, precipitated by budgetary pressures across the Council and wider public sector.
- 2.6 A *do nothing* option is not sustainable in the light of the Council's Medium Term Financial Strategy and similar budget challenges across the public sector. Failure to fundamentally change expectations of citizens and enable / empower individuals (who can) to do more for themselves and to support each other would leave those who are less able to do so more vulnerable. The unintended consequence of that could be that the Council is forced to provide more high cost crisis support services to the most vulnerable individuals in the city.

3. Results of consultation undertaken

- 3.1 Implementation of the strategy would further strengthen the way that the Council conducts consultations. It would enable opportunities to meaningfully involve citizens and partners in service re-design and encourage co-delivery of a range of Council and other public sector services.
- 3.2 A range of organisations have been involved in developing the strategy and will be key to its implementation. This includes nationally-recognised organisations with proven expertise in this style of working. Those involved include: Coventry Law Centre, Grapevine, Voluntary Action Coventry, West Midlands Police, West Midlands Fire Service, Coventry & Rugby Clinical Commissioning Group, Whitefriars Housing, Coventry University and the University of Warwick. In addition, a telephone survey of local residents identified a substantial group of people locally who expressed a view that local people could do more to support their communities.

3.3 The nature of the proposed approach will mean that engagement with those organisations referred to above and many others from the community, voluntary and statutory sector will be on-going.

3.4 Where work under the strategy results in proposed changes to the way in which services are delivered, separate consultation will be conducted with relevant service users and partner organisations.

4. Timetable for implementing this decision

4.1 Implementation would begin immediately and would initially last until December 2015 although this will need to be an on-going programme of work.

4.2 Monitoring implementation of the strategy will be through the multi-agency Active Citizens, Strong Communities Group, chaired by West Midlands Police.

4.3 Monitoring impact of the strategy will be through evaluation of specific activities that are testing out new approaches and through the city-wide household survey.

4.4 Alongside implementation of the initial actions set out in the proposed Strategy (see Appendix) there will be a strong focus on learning about what works and recommendations for further priority actions will be made to Cabinet Members by December 2015.

5. Comments from Executive Director, Resources

5.1 Financial implications

Implementation of the strategy will mostly use existing human resources across the Council and in partner organisations. However, it is anticipated that funding from the ring-fenced Public Health budget will be used to support development of a voluntary sector-led Centre of Excellence. Specific proposals for this will be developed and approval sought through the Council's Procurement People Panel for this expenditure and with Member approval.

5.2 Legal implications

There are no specific legal implications arising out of this report. The Council will continue to deliver its statutory services to residents of Coventry. Asset-Based Working is intended to complement and contribute to the delivery of those services. The strategy will also help the Council meet its statutory obligation to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.

6. Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Implementation of the strategy will contribute towards the following Council Plan priorities: *Improving the quality of life for Coventry People by working with local communities to: Create and attractive cleaner and greener city, make communities safer together with the police to reduce crime and anti-social behaviour; improve the health and well-being of local residents.*

6.2 How is risk being managed?

There are a number of risks associated with this work. In particular it is an ambitious agenda which will need buy-in from across multiple agencies at a time of significant change within these organisations. This will be managed by making sure there is a clear strategic commitment to proposals which are endorsed by multi-agency partnerships, including the Local Public Services Board, Coventry Partnership and Coventry's Health and Well-being Board as well as through the specific governance arrangements of each organisation that is involved in the delivery of this strategy.

The multi-agency Active Citizens, Strong Communities Group will regularly review implementation of the action plan and associated risks for each of the core workstreams.

6.3 What is the impact on the organisation?

Over time, this way of working is intended to support a radical shift in how we work with local communities, building on what communities are able to do for themselves and building in a greater focus on prevention and resilience. This is consistent with wider work going on across the council to re-shape how the organisation works and engages with local communities, enabling people to do more for themselves.

6.4 Equalities / EIA

Implementation of the strategy will involve working with citizens from all demographic groups, including those with characteristics protected under the Equality 2010 Act. It is likely to disproportionately benefit those who are most reliant on public services, which include many with protected characteristics, for example older people, younger people, women, disabled people and some from minority ethnic communities. In delivering the strategy, the Council will have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people. Where appropriate, the Council will conduct Equality Impact Assessments in respect of discrete areas of work under the strategy.

6.5 Implications for (or impact on) the environment

At this stage, there are no specific implications for, or impact on the environment. Individual proposals which have implications for the environment, such as co-design or co-delivery of environmental services will be subject to specific consideration of the wider impacts on the environment.

6.6 Implications for partner organisations?

Implementation of the strategy would contribute towards the Coventry Partnership priority of *Growing the City and Tackling Poverty through Early Action and Communities*. A wide range of organisations have been involved in development and would be involved in delivery (see 3.2 above).

Report author(s): Ruth Tennant

Name and job title: Deputy Director Public Health

Directorate: Chief Executives

Tel and email contact: 02476 832516 ruth.tennant@coventry.gov.uk

Enquiries should be directed to the above person.

Contributor /approver name	Title	Directorate or organisation	Date doc sent out	Date response received or approved
Contributors:				
Matthew Rossi	Governance Services Officer	Resources	12.11.14	18.11.14
Helen Shankster	Corporate Research Co-ordinator	Chief Executives	12.11.14	12.11.14
Sara Roach	Deputy Director	People	12.11.14	13.11.14
Graham Hood	Head of Streetpride and Green Spaces	Place	12.11.14	17.11.14
Marc Greenwood	Programme Delivery Manager	People	12.11.14	13.11.14
Steve Banbury	Chief Executive	Voluntary Action Coventry	12.11.14	13.11.14
Michelle McGinty	Head of Involvement and Partnerships	People	12.11.14	13.11.14
Sue Bent	Director	Coventry Law Centre	12.11.14	13.11.14
Kate Montgomery	Involvement lead	Coventry and Rugby Clinical Commissioning Group	12.11.14	14.1.14
Names of approvers for submission: (officers and members)				
Finance: Paul Jennings	Finance Manager	Resources	12.11.14	13.11.14
Legal: Helen Lynch	Place & Regulatory Team Manager	Resources	12.11.14	13.11.14
Director: Jane Moore	Director of Public Health	Chief Executives	12.11.14	13.11.14
Members: Cllr Abbott	Cabinet Member (Community Development, Co-operatives and Social Enterprise)		12.11.14	17.11.14
Cllr Gingell	Cabinet Member (Health and Adult Services)		12.11.14	18.11.14

This report is published on the council's website:

www.coventry.gov.uk/councilmeetings

Appendix

Active citizens; strong and involved communities **Active citizens; partners in reducing demand and creating better services** Coventry's Asset-based working Strategy, Working and delivering together 2015-16

Background

We want Coventry to be ambitious for itself and its citizens. As partners we are committed to making the city a globally connected city that is attractive to businesses and investors and also to improving the health and quality of life for all our residents. We recognise that the best way for this to happen is to enable and empower local people, communities and groups to use and develop their own skills and potential to take control over their own lives. This is especially true at a time when resources across the public sector are reducing, putting pressures on our ability to provide public services in the way that we have in the past. This is an opportunity to have fresh & honest conversations with residents, communities and partners to explore different ways of getting things done. In the past, public services have often helped to foster dependency – rather than recognising the skills and assets that people, their families and their communities have. This may – inadvertently – have been promoted by our own staff and ways of working which have often encouraged people to see us as having the solutions to their problems – rather than as people who can support and enable people. Asset-based working attempts to foster new relationships with local people, recognising their skills and abilities and working with them to find new solutions to intractable problems.

Aim

We want to encourage, enable and empower residents to be active citizens, building strong, involved communities and to be partners in reducing demand and improving services for. We will work with local communities and local people to intervene before problems reach a crisis and to find solutions that reflect and build on local people's skills, experience and capability.

What does this mean?

In communities:

- Active communities that can help themselves and one another, neighbourliness, befriending, looking out for each other, give each other advice and help
- Inclusive, supportive communities that don't just tolerate each other but celebrate each other's achievements and successes.
- Improving the wellbeing & resilience of communities so they can take control of their lives, contribute & achieve their ambitions and aspirations and develop empowering relationships.

In services:

- Doing things differently that leads to real change, which leads to reducing demand for services.
- Preventing problems and intervening early, before issues reach a crisis.
- Finding solutions with local people and designing services jointly

Why do we need to change?

- An awareness that a 'one size fits all' approach does not work for many people
- Falling budgets across the whole of the public sector means that we have to rethink the way we provide services
- Increasing demand for local services as our population ages and the demographic make-up of the city changes

We acknowledge the concerns that this strategy could be seen as just about making cuts and getting local people to step in and replace non-statutory services. We believe this approach will be about making things work **better for everyone** - for residents, communities, service users and services.

The principles

This work will be driven by some over-arching principles:

- Getting this right will require a step-change in how we do business. This will not happen overnight and will need to be tested out in a few areas, building on the best of what is already out there, to demonstrate how it can work in practice and then industrialising this approach.
- The work has implications for how we all work and the attitudes and skills of staff across a range of organisations. It will need statutory agencies and other people who deliver services or support communities to devolve power, deepen relationships with local people and promote co-produced services.
- We need to make it possible for people to meet needs informally, looking at what people can do and want to do (an asset-based approach), rather than just what they can't do (a needs based approach).
- This work is going on already (see below) and we need to learn from the best: staff who are already co-designing services with local people, elected members' local knowledge, connections and influence and voluntary and community groups who have stepped in and found their own solutions.

What does this work look like?

There are clear examples of this work already happening across Coventry of which just some are identified below:

- Social Care - The Pod - social brokerage for people with long-standing mental health issues which supports them to take control of their own lives and identify what will help them to live healthy and fulfilled lives.
- Health - University Hospital Coventry & Warwickshire Ripple Project - connecting patients with chronic obstructive pulmonary disease to each other and their communities, recognising that patients often arrive at hospital because they are anxious and socially isolated.

- Voluntary and community sector – Grapevine, Coventry Law Centre, People Point who have a strong track-record in working alongside people and communities including families taking part in the Troubled Families programme in Willenhall and working with young migrants.
- The City Council's Community Development Service- adopting facilitative and enabling approaches from the beginning.
- The City Council's Parks Service in the Place Directorate that have been setting up, supporting and involving Friends Groups in the management and development of parks for a number of years.
- Community Wellbeing Project which has supported grass-roots community ideas to improve the wellbeing of their neighbours and community such as the Men's Shed programme in Spon End which is led by a community volunteer and supports men to develop healthy lifestyles. Using seed funding from the council, this scheme is now financially self-sufficient.
- Voluntary Action Coventry's Innovation and Development Fund, funded through Coventry and Rugby CCG and Public Health to support new forms of voluntary sector service delivery around screening, physical activity, HIV testing and unplanned hospital admissions. Many of these are delivered by smaller groups who have significantly developed their capacity as a result of this support. VAC is also linking new migrant communities into wider health initiatives such as how to confront and tackle Female Genital Mutilation.
- Coventry University's Neighbourhood University programme which is working with local communities to identify educational opportunities that meet their needs.
- Acting Early pilots of integrated services for children aged 0-5 and their families and carers which have been co-designed with local parents.
- Coventry's Age Friendly City which is a joint initiative between Age UK, Coventry City Council and the University of Coventry.
- Coventry and Rugby Clinical Commissioning Group's (CCG) Transformation Programmes are reviewing how asset based working will be integral to a new approach to services. Some examples of how the programmes will support it through specific work-streams are:
 - Diabetes – as part of improving the approach to education and information for people with diabetes, the CCG has invested in a 'Peer-to-Peer Scheme' to be delivered by Diabetes UK. This will recruit volunteers from the community to engage with patients about their condition and sign-post to education resources that are available.
 - Children, Young People & Maternity – As part of this programme, the CCG is working with other local agencies to redesign services for children and young people with mental health issues (CAMHS). Arden Commissioning Support Unit has commissioned a national charity, 'The Young Foundation', to undertake work with partners and professionals on the co-production and development of a new

model and specification for CAMHS services. This work is being carried out with local councils and 'Young Minds' – a local charity.

- Stroke – Currently looking at how the third sector could help deliver the new pathway being developed for Stroke Services. For example, the CCG currently fund the Stroke Association to provide an Information, Advice and Support Service (IAS), which supports stroke survivors and carers to cope with the anxiety of dealing with a Stroke.
- Dementia – The CCG is a key partner in the delivery of the first Coventry-wide dementia strategy. One of the deliverables of the transformation programme is to better equip carers to be able to look after people with dementia.

Identifying priority areas – what have we done so far?

Over the last year, we have started to grow expertise, share ideas across sectors about what this work should look like and get some practical work off the ground (see above). We have had early discussions with elected members within the City Council about what we should focus on, led by the Cabinet Member, Community Development, Co-operatives and Social Enterprise and Community and Neighbourhoods Scrutiny Board (4).

We have held a multi-agency stakeholder workshop to agree local areas for action, which has informed this draft. We have asked local people, through the Council's telephone survey, if they would like to get more involved in their local community: two in three people agreed that the Council should ask local people to do more for themselves with one in four giving the Council their contact details to find out more about how they could get more involved.

We have established a new group, the Active Citizens, Strong Communities Group which brings together partners from across the public sector, universities, business and voluntary sectors to develop new approaches to working with communities. This group, which is chaired by the Police Commander for Coventry, will champion, develop and review work already under way across the city. It will report to senior strategic groups bringing together leaders from across the city, including the Local Public Service Board and Health and Well-being Board as well as through the governance processes of each organisation on the group.

Five key pillars

Based on discussion to date, we are proposing five key pillars for this work, to be directed by the Active Citizens, Strong Communities group. This will include work that is already underway as well as new areas which need to be developed and agreed with partners.

• Building capacity

We will:

- Develop a voluntary sector-led local Centre of Excellence locally to take forward this work
- Continue to support the capability of the City Council's Community Development Service to build community capacity and support defined projects where we want to embed asset based working across the city (see below)
- Develop a city-wide database of community groups and resources to make it easy for people to identify community assets

- Undertake a review of how the Council engages residents and other key stakeholders in its decision-making, building on existing Coventry Partnership *informing, consulting and involving good practice standards*

- **Co-designing and co-delivering local services**

We will:

- Deliver a number of projects which will work with local people to co-design and co-deliver local services. This will include:
 - Develop new approaches to supporting older people to link into local community groups and activities, linked to the development of integrated health and social care and the Better Care Fund, to be led by the Council's Public Health Team working with Coventry and Rugby Clinical Commissioning Group and Coventry and Warwickshire Partnership Trust and the People Directorate.
 - Devolution of a park management and associated budget to local 'Friends of...' for a 1 year trial period, to be led by the Council's Place Directorate
 - Embedding co-design principles in the development of Coventry as an Age-Friendly City, to be led by Coventry University/ Public Health.
 - Support the development of new models of early intervention through two Early Action Pathfinders, to be led by Coventry Law Centre and ensure that the learning from this informs asset based approaches across the system.
 - Consider other opportunities to co-design or co-deliver services, as part of planned service redesign, including the Council's City Centre First/ suburban hub strategy and other service redesign work.
 - Develop community-led approaches to healthy weight, including developing a healthy food environment and community-led approaches to exercise (Coventry on the Move), to be led by Public Health.
 - Other projects, to be identified by partners.

- **Supporting staff to work differently**

We will

- Support a cohort of staff to develop new skills to work with local communities, including completing the multi-agency training programme 'Transforming Communities with Communities' programme.
- Identify local champions from this programme who can apply the learning to service redesign and promote the learning more widely.
- Work with the voluntary sector to identify what 'good' looks like: what are the core skills that staff need to deliver this way of working effectively.
- Bring together workforce and organisational development leads from across key partners to understand the future workforce skills to deliver this way of working across the whole workforce, drawing from learning in the voluntary sector and existing projects. Within the City Council, this will include looking at how this learning can be embedded in the Kickstart programme.

- Develop proposals to support staff to participate in voluntary activities to support the development of community led initiatives.

- **Working with local statutory and voluntary sector partners to access external funding**

We will:

Work with a range of agencies to lever in funding to support this work locally. Initially this will focus on:

- Working with Coventry Law Centre to support, and if successful, implement a bid to the Early Action Neighbourhood Fund (January 2015).
- Working with other partners to access additional funding to support projects aimed at building community capability.

- **Evaluating the impact of what we do**

We will:

- Work with local universities to understand and evaluate the impact of this programme. We will do this by seeking external funding and research capability to support this evaluation, making sure that evaluation is used to support and refine the work programme as it develops.

Initial Implementation Plan

Implementation of the strategy needs to be flexible to maximise opportunities that emerge and to adapt to lessons learned along the way. Initial actions and indicative milestones are included in the table below.

Key Pillar	Action	Lead(s)	Milestones
1. Building Capacity	Develop a voluntary sector-led local Centre of Excellence	Ruth Tennant, Insight, Coventry City Council (CCC) Sara Roach, People Directorate, CCC	<ul style="list-style-type: none"> Secure political approval and transfer set-up funding from CCC by Mar 15 Explore and agree opportunities for pooling of resources / co-location by Mar 15
2. Co-designing and co-delivering local services	<p>Introduce and test co-production through People Directorate (supported through the Transforming Communities With Communities Action Learning Sets and the Community Development Service)</p> <p>Support and test co-production in</p> <ul style="list-style-type: none"> a) Parks b) Preventative support for older people (integrated neighbourhood team) c) Age-Friendly City 	<p>Michelle McGinty, People Directorate, CCC Helen Shankster, Insight, CCC</p> <p>Graeme Hood, CCC Valerie De Souza, CCG</p> <p>John Forde, CCC/ Coventry University/ Age UK</p>	<ul style="list-style-type: none"> Testing and lessons learned by Dec 15 Other areas to be agreed and brought on-line by Active Communities Group
3. Supporting staff to work differently	Deliver the Transforming Communities With Communities Programme	Ruth Tennant, Insight, CCC	<ul style="list-style-type: none"> Training completed and action learning sets initiated by Mar 15
	Identify and promote local champions within key services/agencies to lead abw projects, drawing on TCCP programme	Ruth Tennant/ Sara Roach	<ul style="list-style-type: none"> Champions identified by January 2015
	Develop proposals for training and workforce development that shares skills across the public and voluntary sector.	Grace Haynes, CCC & key partners	<ul style="list-style-type: none"> Training & development proposals agreed by March 15
	Work with the voluntary sector to identify what 'good' looks like	Ruth Tennant/ VAC	<ul style="list-style-type: none"> Voluntary sector led workshops to be complete by March 2015
	Develop a Coventry City Council Engagement Strategy to improve and promote greater participation by	Helen Shankster, Insight CCC	<ul style="list-style-type: none"> Outline strategy agreed by Cabinet by Jan 15

	communities		
4. Working with local statutory and voluntary sector partners to access external funding	Lead and support development of an Early Action Funding bid	Sue Bent, Coventry Law Centre, Grapevine, Insight CCC, Whitefriars, CCG	<ul style="list-style-type: none"> • Bid submitted by Nov 15 • Funders decision by Mar 15
5. Learning and review	Gather in learning from the initiatives above and review priorities for future implementation of the strategy	Insight, CCC	<ul style="list-style-type: none"> • Develop and agree research support to evaluate this programme • Report progress and recommendations for future priority actions to cabinet members by Dec 15