

WeareHuntingdonshire

The Huntingdonshire Community Strategy – Transition Plan 2021 to 2023

Huntingdonshire District Councils approach to work with its community, community organisations and other local partners to deliver positive outcomes for our residents.



Foreword

The last 18 months have been remarkable. The tragic and longstanding effects of Covid will live long in the memory, and we stand with our communities, as we have throughout this difficult time, to both support them in the immediate impacts of Covid, but also to work with them to ensure that Huntingdonshire grows back stronger in the future.

As we have worked with our communities over the past year we have also witnessed one of the biggest changes in ways of working that has ever been seen either locally or nationally. As the groundswell of spontaneous community support, and emergence of a myriad of new schemes and support arrangements has seen us all humbled by what our residents and businesses have done for each other. We know however that Covid was not ground zero for strong Community working in Huntingdonshire. If our communities and their organisations were able to respond quickly to Covid it was in large part down to the vibrant community scene that already existed, built on strong local bonds, knowledge and a pool of talented staff and volunteers, something that we have always valued, but which has become integral to the way we work over the past 18 months.

For our part as local politicians we have been clear that we want our organisation to do “whatever is required” to meet the needs of our residents and communities. During Covid that saw us supporting a brand-new network of Recognised Organisations – tailored to their 15 local areas, making community groups and local delivery a cornerstone of our response in the earliest days of the crisis delivering hundreds of food packages, and becoming one of the few, possibly only district council, in the country directly supporting our most vulnerable Clinically Extremely Vulnerable residents to shield. In addition, from the very early days of the crisis we recognised that residents would require a simple one-stop-shop for advice and support regardless of who provided the service. Our WeAreHuntingdonshire website did and continues to do just that, providing clear access to the support that our residents need irrespective of where that support comes from.

We have also acted with our resources, putting more money than ever into supporting local communities and community groups, and in the management of the distribution of grants, have sought at every opportunity to not just meet immediate need but also build capacity and long term solutions for both the individuals and families affected.

The last year has shown us several things. Firstly, how well we have worked together as a whole community. As a council we take our own delivery very seriously and strive to deliver the best possible results for our residents and businesses. However, our work over recent years and in particular our experience during Covid has made us acutely aware that there are limits to what any single organisation can do and the better we understand the problem, the more we can align support to provide a simple and logical process for residents and businesses the better.

Better solutions, better targeted and more impactful, reduced bureaucracy, increased pace of delivery, and more local ownership are some of the pieces of feedback that we have had from those who have benefited from these new solutions.

What we believe is that as we continue to live with Covid and begin to deal with its longer-term consequences that many of these things will continue to be true. We are therefore committed to continuing to pursue these ways of working to ensure that we respond quickly to deal with changing needs and ensure that as an area we grow back stronger from the impacts of Covid.

We are taking the learning from this experience and intend to embark on the largest engagement in the District Council’s history to develop a Place Strategy for Huntingdonshire that goes beyond what

the Council does, to focus on what we all want the area to be, and what role residents, businesses and all local organisations can play in delivering exactly this. With this in mind, we did not want to launch a strategy which appeared to suggest we knew what all the answers were before we undertook this exercise. This engagement will then inform our collective longer-term community approach, with everyone locally having a chance to input. This document therefore lays out a way of working and the areas of priority based on what we are seeing now. But as we have seen during Covid, we will continue to flex and amend to meet those needs.

As Members we have clear priorities. We believe passionately in a strong economy and its key role into supporting our residents to live independent and fulfilling lives. We also believe in being there to provide a helping hand when people need it, central to this is us being there early before too much harm has been done, and whilst we can help people get back on track. Finally, we want to create a strong sense of place. We are proud to be from Huntingdonshire and we know our residents and businesses are too. We are keen to work together to make Huntingdonshire the best it possibly can be, all playing our part, because together We Are Huntingdonshire.

Simon Bywater

Executive Councillor for Community Resilience and Well-Being Huntingdonshire District Council

Purpose of document (Why)

This document lays out our approach and practical plans for how we intend to work with and for our communities over the next 18 months as we develop a longer-term Community Strategy for Huntingdonshire. Informed by the biggest community listening exercise in the area's history, as part of the development of our long-term place strategy. In short, this document lays out an approach to achieving more together working in partnership with our communities, than we could ever hope to achieve alone. Listening to and engaging with our residents to create solutions and an appreciation of our support, rather than a dependency on our help.

The outcomes that our communities want for themselves, meaningful quality work, a good education for their children, good physical and emotional health, and to live in a pleasant place where people support themselves and each other. At the heart of an approach like this will always be the resident and business owner, being aspirational for themselves and their family. But local providers, be they schools, hospitals or councils, play a big part in people's lives too. We as a council want to work to help local people meet their needs and achieve all they can within Huntingdonshire. That will mean us understanding local needs and barriers, and working to advocate for our residents to ensure that we do all we can to support joined up solutions, and the creation of opportunities that make sense to our residents, not just the organisations that deliver them.

This is work that will take time, however we can point to concrete examples of where we are already doing this: Proactively writing to residents who are newly on Universal Credit to encourage them to also apply for Council Tax Support; the WeAreHuntingdonshire website which presents services on the basis of what the resident needs, rather than who delivers it. It will be a process that we work through together.

We intend to create an environment in which we support positive solutions to emerge and not one where we seek to deliver every one of them ourselves. Many of these solutions will build on what we have seen already and be directly delivered by the community, for the community in the community.

The key purpose of this strategy is to work to ensure positive outcomes for residents creating an environment where solutions are found early and communities are able to shape their own futures and meet their own needs, supported at all points by the District Council who are invested in the best possible outcomes for local residents, irrespective of who is delivering the service.

What does this document cover?

This document outlines our approach to engagement with Huntingdonshire residents. Detailing the approach that we propose to use to ensure we do all we can to:

- Provide a helping hand to residents, and are there to support residents to achieve good outcomes when they need us;
- Build a strong economy that our residents both drive and benefit from; and
- Further the pride in Huntingdonshire and support our residents to take care of their families and their communities.

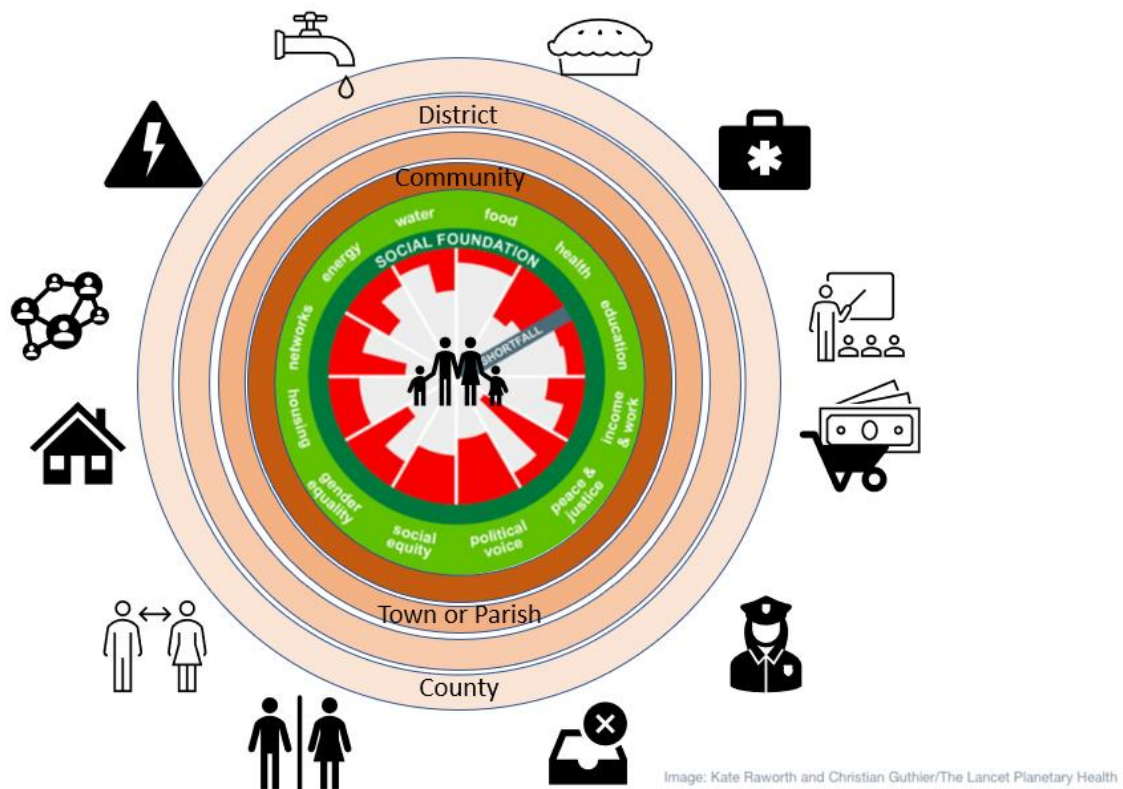
In doing this, the strategy links very closely with a number of other Council documents:

- Our Economic Growth Strategy – outlining how we will nurture and grow the strong economy that will serve Huntingdonshire into the future. Ensuring there is a close tie in between our residents and business, and we have the skilled workforce able to access and drive the local economy. It is also important to recognise the absolutely critical role that businesses play in our communities. With the enlightened approaches of our businesses not only creating employment opportunities, but also supporting and developing employees, supporting other

local businesses and caring for the environment but also acting as key community hubs – which is what our pubs, tea-shops and local shops are.

- Our consultation and engagement strategy – how we engage, listen and respond and more importantly share and involve our residents in developing solutions to local issues will be critical to the success of this project.
- Our digital strategy – we live in a world of 24-hour digital access and integrated services. People expect services to be designed around them, accessible when they want them and fast. Our use of data and technology will be important in linking up services with the needs of our residents.
- Our Core Service Strategy and Medium-Term Financial Strategy – Whilst this document looks at our relationship with residents, there is clearly a close link with the services we deliver directly, be that leisure, waste or benefits services. We will ensure that these services wherever possible, are integrated in a way that makes sense for residents. We must also be aware of the financial impact that increased demand could have on our services and our overarching financial position.

What is a community?



The diagram above seeks to provide a simple representation of how an individual or family interacts with the place in which they live. At the heart of it is the individual or family, who have a range of needs to fulfil. The success of those residents is largely dependent on their ability to fulfil these needs successfully.

This family is then part of a number of localities, first they live in a community, this is likely to be defined by the residents themselves, it could be a street, an area, or a village or town. This community then exists within a formal parish or town boundary, a district, and a county, and finally the country.

These structures, are not geographical as we know, they also come with service delivery and accountability for certain outcomes. They may indeed deliver some of the services that meet the needs of residents, or a resident may not directly use any of these services, and have responsibility for the outcomes that are delivered collectively such as peace and justice.

However, the success of any of those geographies is closely linked to the ability of the residents at its heart to thrive and succeed. This paper proposes the way in which Huntingdonshire District Council will work to help residents succeed, and communities thrive. Recognising that generally solutions delivered closest to the family are likely to be the ones most responsive to their needs. This will require a clear understanding of need, but also open and honest conversations with those other tiers of government, and often directly with those organisations that help meet resident needs – businesses, the police and other organisations, utility company etc.

One of the outputs of this piece of work could be further work to define exactly where and what are communities are, building on the kind of work that has established are 15 community recognised organisation patches.

Why are we proposing a ‘Transition Plan’?

Whilst we engage more fully with our communities around the longer-term priorities that our residents and businesses have, the reality of Covid, is that there continues to be both immediate needs linked to the controls that the Government has had to put in place, and ultimately some consequences of the virus that are likely to have longer lasting impacts.

With this in mind we believe our communities would be best served by the adoption of an interim transition plan that will establish the principles as well as the areas of activity that we will commit to undertake over the next 12-18 months. The learning from this activity included in this plan will then be combined with the output from the work of the Place Strategy to enable us to produce a longer term community strategy that is properly informed and produced in partnership with our communities, one that hopefully everyone feels a sense of ownership of and commitment too.

This will lay out how we will:

- Continue to support communities to deal with the direct impacts of Covid – such as working to reduce infection rates, maximise take up of Covid vaccinations and supporting our Shielded residents.
- Support our residents with the longer-term consequences of Covid – dealing with the impacts of economic changes, and the social impacts of an extended lockdown and the wider changes this period will generate.
- Work with our communities on a million other priorities that have nothing to do with Covid, from flooding to play parks, urban design to bio-diversity.

To solve a problem first you have to understand the problem - What is the evidence showing us?

Evidence is a core element of the community approach. We want to see lives improved and the area going from strength to strength. That will require us to gather and build evidence to inform our work with our communities and to enable us to prioritise and ensure that activity is having the effect we need it to. This does not mean all spreadsheets and formulas (although they will play a part), it means proper intelligence about what is happening on the ground to help us focus on what is important. The listening exercise as part of the Place Strategy will be a core part of this, regular insight and feedback from community representatives will be another, surveys, involving residents in designing solutions, and performance information from our businesses – funnelled through our Economic Growth strategy will all play a part in helping establish this picture.

So what is the current evidence telling us? It is not only now that Covid is having an impact on our lives the evidence is suggesting that some of these impacts will be felt for some time to come. The data and evidence suggests future needs in a number of areas, and demand that will be placed on services to support those residents who have been worse affected. Work has also been undertaken to map the anticipated impacts of Covid in relation to the nearest equivalent that we have, this being the 2007/8 financial crisis. Demand for District Council services remains relatively stable at present, with small increases in areas relating to financial support or income collection. However, beyond our direct service delivery there are signs of change, which could indicate the future need to come.

- Universal Credit claimant rates are at a historic high in Huntingdonshire. Higher than they got to at the height of the financial crisis of 2007/8. We remain hugely positive about the strengths of the local economy and are actively supporting it, but believe that there will be impacts for local residents caused by these changes that we are keen to support.
- Demand is rising for support with emergency food and essential supplies, and indications are that rent arrears are also rising. These are early days, but indications are that demand is increasing. This has been mirrored in demand for Winter Support Grant payments that we have supported the County Council in administering.
- More residents are struggling to pay their utility bills and are requesting help to repay gas and electricity debts or to purchase credit to top up their meters.
- There is an increase in the number of contacts to CAB from residents who are experiencing financial difficulties.

Whilst a direct comparison is difficult, and recognising the significant efforts and financial support being provided by the Government to address these needs, the experience in 2007/8 showed that this initial demand was a prelude to delayed demand for statutory District Council functions.

- 2007/8 also showed that nationally this demand later translated into statutory care demand and national impacts on wider community outcomes – educational challenges, increases in looked after children etc.

It is important to note here that since 2007/8 the local government sector has seen a real-term reduction in spending power of circa 30%. There are indications that the demand could exceed what was seen in 2007/8. Also since the financial crisis the areas direct reliance on local sources of funding – NNDR and Council Tax has increased significantly, so demand caused by unemployment has the risk of also generating a commensurate fall in NNDR receipts and the ability to pay Council Tax. More demand, less resource. This is a key issue that as a community we need to cover together to ensure that we collectively benefit from a thriving local economy.

Direct government support to those affected by Covid remains in place. Whilst we all hope for a smooth and speedy recovery from the impacts of Covid, we believe, and importantly our community organisations do to, that it is prudent to continue to pursue a course of action which seeks to understand and response to these impacts over the period of this strategy.

What have we learned during Covid?

The response to Covid has seen us deliver any new services and meet needs in very different ways. However, whilst new and innovative, a number of the approaches and lessons that informed these services were informed by work that had been done in previous years. Importantly though, the Covid response has enabled us to better understand local needs and how these are best met and to learn from delivering some of these services at a scale, pace and range never previously delivered. Some of the findings are that:

- Residents and community organisations have valued the role of the District Council in supporting residents during difficult times. Not muscling in, helping out.

- Residents only care about solutions and services that help them achieve what they are trying to do regardless of who delivers it. There is confusion about the remits and lack of coordination across local service delivery.
- There is realism amongst the community about the capacity of organisations to deliver. They value clear guidance, honesty and simple processes that allow them to get what they need with the lowest possible fuss.
- A large amount of community need sits with residents who do not have a significant public sector footprint, and therefore we struggle to reach proactively. These same people are also struggling to navigate a system that they have not had previous experience of.
- Residents are open to non-traditional service delivery, involving the community or non-governmental solutions, as long as these services are linked to the need they have, and believe the system is listening to what they need.
- The voluntary and community sector is very effective at having those conversations and being enterprising about the solutions. Developing solutions that did not previously exist, on the basis of evidence of need, and being able to reach places with local residents that at times professional council officers cannot.
- Horses for courses. There are some things that only a single organisation can do, and everyone should play to their strengths. Within this though, the involvement of other stakeholders has improved service delivery, either through playing a direct part, or by sharing their insight that improved the method of delivery. Coordination is key.
- Statutory partners are well placed to help coordinate, gather and share evidence and create overarching pictures of demand which can then help better inform the actions of a range of partners.
- No one likes duplication – it is slow and expensive. Those on the front line want to help, and as long as guidance is clear are more than willing to assess and distribute funds.
- That the networks we have established over the past 12 months with broader partners, a fortnightly Covid-coordination meeting, and a monthly Emergency Food work meeting have delivered benefits way in advance. Ensuring that all players are treated as ‘equal partners’ with the experience and knowledge of grass-roots organisations is appropriately valued and used to shape and informs priorities and activity.
- That every engagement is an opportunity to not just solve the problem in front of you, but to risk assess and where needed seek to put in place longer term support eg referral to social group which will build sustainability and reduce the likelihood of repeated presentations. Building capacity not just distributing resources.

How will our approach do this?

While we continue to battle with the pandemic, our focus over the next 12 months will evolve with the crisis, however it will be based on the following areas of work, that will both allow us to grow back stronger, but also ensure that we have concrete areas of action that the longer-term Community Strategy can build upon:

It will be evidence based and responsive – We do not have the time or financial capacity to undertake activity that is not valuable and effective. A strong evidence base enables us to do two things. Track impact, and intervene in a targeted way that reduces the expensive and abortive contact from people who either do not qualify or are not suitable for the support, whilst simultaneously not reaching those residents who would benefit most and whose failure to access the support often generates additional high cost demand further down the line. We will pursue this task by:

- **Establishing a Covid Recovery evidence base** – Continue the ongoing work already underway to build and monitor the evidence base of the longer term impact that Covid will have on every aspect of our lives, and the actual impacts we are seeing locally – not

what might happen, but what is happening and what does this mean. To use this data to inform core service delivery and appropriate future budget provision. Addressing significant historic weaknesses in data collection across the public sector and making full use of the evidence that our community and their representatives have. Building a balanced picture which our residents and communities would recognise.

- **Learning lessons and apply the learning** – To continue to review the lessons of comparable events such as the 2007/8 financial crisis to enable us to better, and to employ these to ensure the way we work learns the lessons, whilst also recognising the different starting points of both individuals and organisations before the two events.
- **Offering targeted support to those who are likely to benefit** – Continue to pursue the fully funded MHCLG projects which seeks to identify common characteristics of those in need, and to link them up with appropriate solutions and enable onward referral to appropriate agencies – through the establishment of a Community Signposting Tool. To use the technology to work with partners and offer targeted support and outbound contact to nip issues in the bud.

Engaging and capacity building – Covid has shown us once again the value of a strong coalition of providers all working together to meet the needs of residents. There is increasing evidence through Covid of people going to non-governmental organisations as their first point of contact, we do not want these opportunities for prevention to be missed. Furthermore, more community-based organisations are sometimes more effective at helping people to solve their own problems in sustainable ways than traditional public sector approaches. Finally, the scale of demand we are forecasting means any additional capacity we can collectively generate is going to be to the communities advantage.

- **Foundation Building and leveraging in resources** – Embracing the truly astounding offer of help and support that we have seen from our communities over the last 12 months and ensure that these relationships are sustained, and we seek to build ongoing capacity by supporting growth and grant bid activity, and any other opportunity to leverage in funding across the district. Working with our local community infrastructure organisation to build capacity, attract volunteers, and ensure community groups are viewed as key delivery partners, with appropriate funding when designing services.
- **Build local capacity** – To work with community groups, to develop a culture where residents feel confident and able to ask for help and support within their community, and digitally, in turn resolving problems more quickly and reducing the demand on public services.
- **Integrated support locally** – To support this work by exploring opportunities, where appropriate, for RO's to act as a front door for council services. Equipping and empowering our network of community Recognised Organisations to be able to offer direct support to our communities on areas such as debt, employment and well-being – building on the kind of flow chart approach we have benefited from in Flooding - Appendix 1.
- **Develop easy digital tools** – To evolve and improve the WeAreHuntingdonshire website, and to use other tools to ensure residents have the information that they need to make informed choices about their behaviours and in turn, the impact that these have on others, our communities and our economy. Using digital tools to complement the critical in-person support that already exists, and which in certain circumstances is irreplaceable.
- **Nurture the commercial community** – Work with the Economic Development Team to encourage residents to invest in the district by working, shopping and spending their time locally. Supporting both pride in Huntingdonshire and driving the local economy.

- **Develop our community advocate role** – Continue to develop our role as a coordinator and advocate to meet local needs, as seen during both flooding incidents and Covid, working to represent our communities to other agencies to ensure we get the best outcome for our communities, and recognising the high value generated through this role in comparison to the return we get for often limited direct delivery. For this to inform our ways of working across BCP and other areas of core business.
- **Establish clear community goals** – To fully support the engagement activity as part of the development of the Huntingdonshire Place Strategy to develop a clear set of community goals and needs.

Proactive – Wherever possible we will use our evidence base, and feedback from the community and their representatives to be proactive and seek to prevent issues, rather than to respond to them. There is a growing evidence base that expensive and destructive crises such as eviction, mental health crisis or children being taken into care have their roots in a range of longer-term causes, and life events, and if these are identified steps can be taken to prevent the cost and damage of crisis. Covid Response – Dealing with the ‘now’ by working closely with the voluntary and community sector, especially the District’s 15 Recognised Organisations (ROs) to support:

- **To continue to actively support the Clinically Extremely Vulnerable** – the CEV group are at greatest risk of a poor health outcome from Covid. Enabling this cohort of individuals to remain within their homes but at the same time receive the support necessary to manage their health and well-being as well as ensure they receive financial assistance.
- **Establish a clear hierarchy of prevention and embed it in our core business** – Seek to develop a clear methodology for prevention, which recognises the role of factors such as housing, employment and social support as key drivers of positive outcomes, and reduction in expensive negative demand.
- **Seek to identify and respond to the ‘moments of truth’ in residents’ lives** – Explore learning from other areas and sectors of making use of change in payment history to act as a catalyst for broader support around income maximisation and employment support.
- **Support our most vulnerable** – Look to continue our targeted intervention on a risk based approach with individuals and families who have been financially impacted by Covid meaning that by not receiving help and support now, they are at greater risk of poor financial outcomes such as homelessness.
- **Explore potential for a local employment service** – Explore the potential for the development of more co-ordinated and locally driven employment offers, which seeks to establish the deliverability of clear pathways for our residents from unemployment to skills and employment offers linked directly to our economic aspirations for the area as covered in the Economic Development Strategy.
- **Never reinvent the wheel** – utilise, support and respect the critical work, and detailed know how of community groups that have been providing valuable coordinated support for many years.

Creative – A lot of the learning that has been taken from the Covid response places direct challenge to traditional ways of working and the structural barriers that often get in the way of **‘common sense’ service delivery**. Some of these issues will be easier to address than others, but with an expectation of growing demand, and recognising the lower levels of resource than we had in the past, we will be able to ill afford duplication of effort across organisational boundaries that we see in some areas.

- **Continue to define and develop solutions to local needs** – To continue to work with all local agencies to develop a suite of solutions to local need, with clear processes for dealing with residents with multiple issues, focusing on the areas of:
 - Employment
 - Food and essential items

- Utilities support
- Social and Emotional Support
- Income maximisation and financial advice
- **Explore system solutions with local partners** – To develop proposals as part of the MHCLG funded project for how a shared assessment and referral process would work across partners including RSLs, Community Group and Emergency Food providers, and potentially onto other statutory partners. Meaning customers can access support from first point of contact, and don't need to repeat the same information multiple times.
- **Explore one touch assessment gateways** – To work with partners to identify potential gateway services, such as applying for a school place, registering for Council Tax that could enable data to be reused, assessments reduced and the risk of expensive future poor outcomes be reduced.
- **Services wrapped around residents not organisational charts** – To continue to find ways to simplify the navigation process through the local public and voluntary sector landscape, and recognising the different needs of experienced community workers, and members of the general public.

How will this look in terms of working relationships?

All of this activity will be overseen by the areas Place Based Board, with Policy and priority issues escalated to local members for decision.

Regular working groups with community groups as key equal partners will continue. In addition community groups will be invited to input into delivery and design sessions where they can add value.

How will we monitor how we are doing?

Through tracking of community impacts captured in the area's community impact assessment, and recovery metrics. Including metrics around employment and economic metrics, council demand volumes, health and mental indicators, and environmental metrics. We will track input and prevention activity eg number of people exercising regularly, as well as outcome metrics number of people entering hospital, so wherever possible we can identify and prioritise prevention activity that empower residents and communities, rather than processes that only make sense to statutory partners.

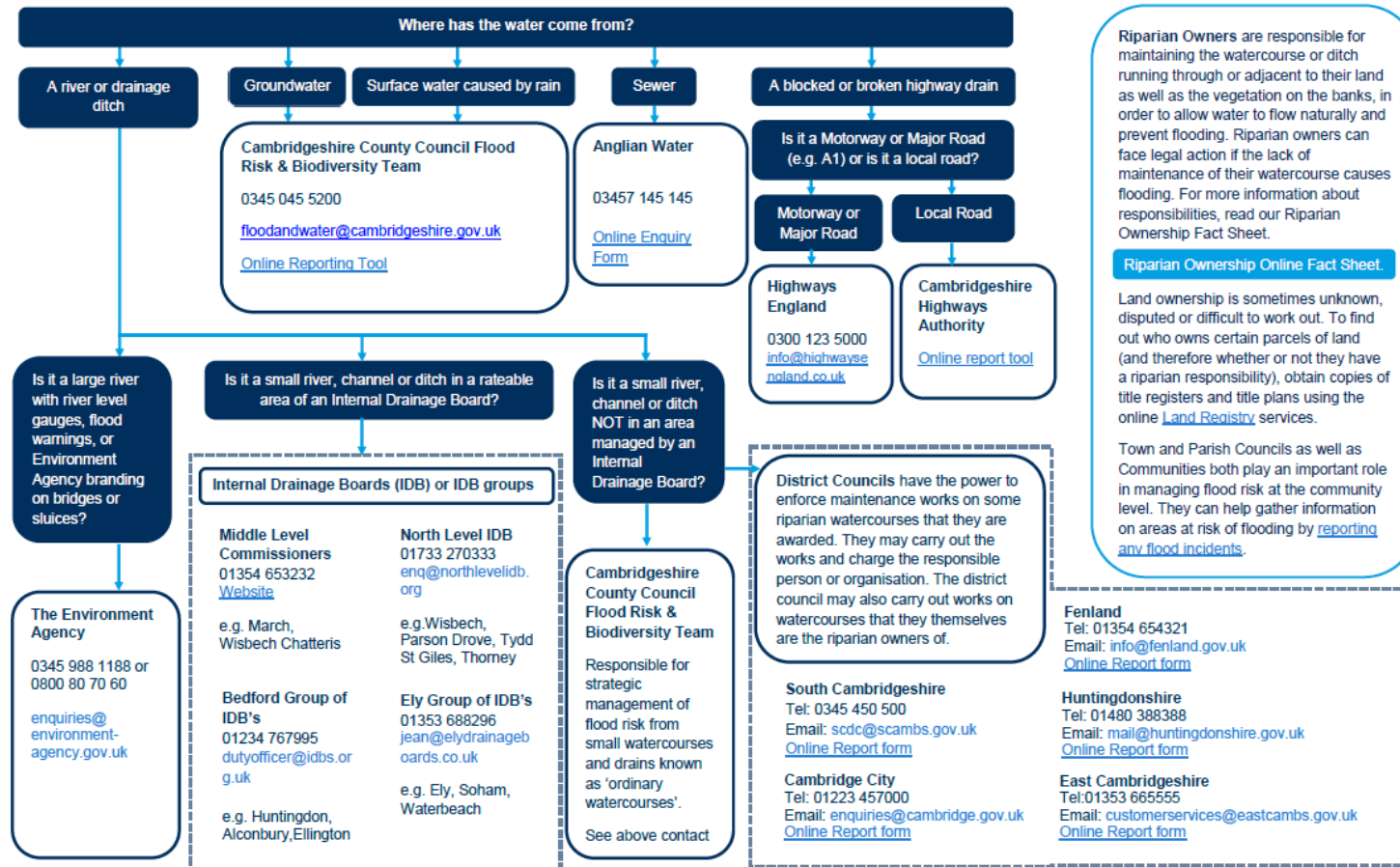
We will also regularly monitor and report on progress against the Community Strategy Action Plan, included below in Appendix 2.

How will we know if we have succeeded?

1. We will see better outcomes for residents than seen in comparable areas that use a more traditional approach and proportionately less demand for 'crisis' services than in other areas. Our contribution to outcomes will increasingly be delivered via coordination and unblocking rather than direct delivery. – Having provided a helping hand.
2. We will see a stronger economic response with a close relationship between community need and support linked to the areas long term economic priorities. Not just jobs, good long term jobs. – Driving a strong economy.
3. We will have an area that self-reports growing satisfaction in Huntingdonshire as a place to live, and which supports them to be aspirational for themselves and their families. – Driving pride of place. Something we have already started to see in some of our communities.

Appendix 1 – A simplified explanation of complex responsibilities. Cambridgeshire’s flood response.

Investigating and Regulating Flooding: Who manages what?



Riparian Owners are responsible for maintaining the watercourse or ditch running through or adjacent to their land as well as the vegetation on the banks, in order to allow water to flow naturally and prevent flooding. Riparian owners can face legal action if the lack of maintenance of their watercourse causes flooding. For more information about responsibilities, read our Riparian Ownership Fact Sheet.

[Riparian Ownership Online Fact Sheet.](#)

Land ownership is sometimes unknown, disputed or difficult to work out. To find out who owns certain parcels of land (and therefore whether or not they have a riparian responsibility), obtain copies of title registers and title plans using the online [Land Registry](#) services.

Town and Parish Councils as well as Communities both play an important role in managing flood risk at the community level. They can help gather information on areas at risk of flooding by [reporting any flood incidents](#).

Appendix 2

Huntingdonshire Community Strategy Action Plan

Supporting the Cambridgeshire and Peterborough Public Service Board (CPPSB) **Four Grand Challenges:**

Good Place

Good Start

Good Health

Good Work

All workstreams

Action	Why	What	How	By When	Who
1.0 <u>Strong governance and alignment</u> - Develop and implement a Huntingdonshire Place Based Board	A holistic view of needs and coordination of response informed by the needs of different communities is central to the Community strategy approach, enabling targeted activity.	Establishment of a Huntingdonshire place-based board to commission evidence and monitor delivery across partners and to serve as the areas Health and Wellbeing Board and Community Safety partnership.	To circulate a Terms of Reference and establish the new Board.	By December 2021	Oliver Morley (OM)/ Joanne Lancaster (JL)
2.0 <u>Explore system solutions with local partners</u> - Pursue external funding opportunities to continue development of a multi-agency Place based Intelligent Community Signposting Tool	Residents often struggle to know where to go for help, or what help is out there. Users and partners have recognised the value of a simple tool to solve user problems and signpost between partners.	To pursue a next phase of the project delivered in conjunction with MHCLG, by seeking to expand the project to include top tier partners in Health and the County Council.	Discussions with CCG and CCC already underway.	Bid decision by December 2021	OM
3.0 To continue to actively support the	The Resident Advice Team has been	The development of a	Engagement with partners and bringing	December 2021	Claudia Deeth (CD)

Clinically Extremely Vulnerable - Further develop and establish the long-term sustainability of the Resident Advice Team	instrumental in enabling us to support Clinically Extremely Vulnerable residents, using partners networks to address underlying issues.	sustainable funding model across partners which seeks to embed a problem-solving approach as financially sustainable business as usual activity.	forward of proposals.		
4.0 <u>Establish a Covid Recovery evidence base</u> - Support and contribute to the creation of a Community Impact Assessment (CIA).	Evidence and Insight are core to being able to identify and work to respond to need.	To work with the performance team and partners to support the establishment of a refreshed CIA, and ongoing performance metrics.	Engagement and input. Contribution of data already compiled.	December 2021	CD/OM /Neil Sloper (NS)/Liz Smith (LS)
4.1 <u>Establish a Covid Recovery evidence base</u> - Contribute to and adopt relevant recommendations as identified within the Community Impact Assessment.	As above	As above	As above	June 2022	CD/OM
5.0 <u>Foundation Building and leveraging in resources</u> - Work with Hunts Forum to finalise and implement the accreditation scheme for community and voluntary sector groups. Recruit and sustain	A strong community approach builds on a strong, well resourced and vibrant community sector. We will work closely with Hunts Forum to support the growth and continued	Joint working and engagement with the community sector which supports the scheme but also demonstrates the clear value of going through the	Engagement and ongoing community sector meetings.	October 2021	OM/CD

consistent levels of volunteers that support a variety of offers.	development of the community sector.	accreditation process.			
6.0 Support our most vulnerable - Develop a model that sustains the provision of surplus food to community fridges and food banks and reduces the amount of food waste going to landfill	Emergency Food need has grown across the area. We are keen to support the desire to reduce food waste, and support those in need.	Map food need, and work to develop offers in areas of need. Support funding bids, and donations to enable longer term sustainability.	Secretariat support to community food network. Collation of data, and support for funding bids.	Ongoing	Amand a Turner (AT)/CD /OM
6.1 Support the establishment of more resident led community fridges that also focus on healthy eating and cooking on a budget.	As above	As above	Support with the identification of sites, funding opportunities and establishment of partners to run the fridges.	Ongoing to December 2022	AT/CD/OM
6.2 Further develop the Food Network to enable the sharing of best practise and to target resources in areas of most need	As above	As above	As above	Ongoing to December 2022	AT/CD/OM
7.0 Seek to identify and respond to the 'moments of truth' in residents' lives - Create a District Council workforce that can confidently	Residents do not recognise boundaries between services. At times service demand will be an indication of a further underlying cause.	An ongoing review of areas where we can improve outcomes and remove duplication.	Reviewing data and revising processes, and providing training where evidence suggests business cases/or	Ongoing to December 2022 Pilot assessment July 2022	OM/ John Taylor (JT)/CD /Tony Evans (TE)

<p>recognise the early signs of a resident needing help and respond appropriately. Officers fully understand the impact that their decisions have on the wider organisation as well as the customer.</p>	<p>Great progress has been made in some areas such as Housing in looking holistically at these needs. This approach will extend this using the tools and network established through this approach. Better outcomes at lower costs.</p>		<p>service improvements exist.</p>		
<p>8.0 Implement six community based and led job clubs.</p>	<p>Employment is a foundational aspect of self-reliance and contributes positively to almost all other outcomes. Solutions that link effectively to local employment and local knowledge are liable to significantly enhance the DWP offer.</p>	<p>Support local community groups to access external funding, and support with best practice learning and signposting.</p>	<p>Engagement from the Community Development Team.</p>	<p>June 2022</p>	<p>CD/OM</p>
<p>9.0 Pilot a sports equipment loan scheme to residents via accredited community/voluntary sector groups</p>	<p>Those engaged in regular activity are more likely to benefit from positive outcomes in other parts of their lives. This project will support our ambition to become a more active district by supporting those</p>	<p>A loan scheme supported by the recovery project activity.</p>	<p>Co-produced with the community partners, as we have seen with current book loan and activity pack schemes beginning with Hinchbrook park.</p>	<p>Initial pilot December 2021 Ongoing proposals March 2022</p>	<p>Jayne Wisely (JW)/Helen Lack (HL), CD</p>

	who struggle to access resources.				
10.0 Work with community groups to welcome and support the integration of any Afghan Refugees into Huntingdonshire	As with all new starts strong alignment of employment, education and support offers offer the best prospect for the individual the organisation and the broader community	Align activity across agencies to provide a joined up package to any refugees welcomed to Huntingdonshire.	Practical support arrangements with community at the heart of the package	Ongoing	CD, Jon Collen (JC)
11.0 Develop community led initiatives that tackle mental health issues and avoid crisis situations by creating an alternative to NHS led treatment.	Mental Health challenges are a contributory factor to many other poor outcomes – such as job loss and eviction. We will seek to support community initiatives to try and boost wellbeing – including promotion of activity programmes, social contact and time spent in the open air.	Supporting the continued development of community projects that may not be titled mental health projects, but which are known to boost resilience and wellbeing, including physical activity, social contact and gardening and outdoor activities.	Use of data to identify needs, and to work to co-develop offerings, which are supported where possible with grant funding and support for external bids.	Ongoing	NS, LS, JW, CD, OM
12.0 Re-visit the 'Keeping Aspirations high' initiative within identified primary schools and pilot 6 schemes.	High aspirations encourage self-reliance and drive positivity. We will work to re-establish the previous pilot to link schools that will benefit with local employers to support children.	Ongoing engagement to seek to reduce the fall off in ambition as children age. Opportunity for children to benefit from commercial knowledge of	Cohorts of aspiration leads engaging on annual basis with participating schools.	In place by September 2022	CD

		employment opportunities.			
<p>13.0 Common Sense service delivery - Work with partners and in particular CCC Social Services, to explore the development of multi-agency wrap around early intervention community led approach to reduce the number of formal care packages, including children on a Child Protection Plan.</p>	<p>These arrangements are amongst some of the most expensive and disruptive to positive outcomes that we see. Opportunities to seek to support alternative delivery would benefit everyone.</p>	<p>Evidence points to a sense of purpose, and social connections being key factors in positive outcomes for vulnerable residents. We will explore programmes such as community mentor and support programmes, and voluntary and employment opportunities to test if we can support positive outcomes.</p>	<p>Working closely with County colleagues, the Police and community groups to identify support for those who would benefit from it, at the early stages of need.</p>	<p>Initial proposals June 2022</p>	<p>CD/OM</p>