

**COMMUNITY CONNECTIONS BUSINESS  
PLAN 2018/19**  
September 2018



## VISION & CONTEXT

In 2013, Plymouth Health and Wellbeing Board articulated a vision that we would develop an integrated whole system of health and wellbeing based around the following elements:

Integrated Commissioning	Integrated Health and Care Services	Integrated System of Health and Wellbeing
Building on co-location and existing joint commissioning arrangements, the focus will be to establish a single commissioning function, the development of integrated commissioning strategies and pooling of budgets	Focus on developing an integrated provider function stretching across health and social care and providing the right care at the right time in the right place  An emphasis on those who would benefit most from person-centred care, such as intensive users of services and those who cross organisational boundaries	A focus on developing joined-up population-based public health, and preventative and early intervention strategies  Built on an asset-based approach focusing on increasing capacity and assets of both people and place

In 2016 Community Connections was brought together to create a step change around how the council engages and works with communities and citizens. It was the start of using people working in communities differently to support communities to deal with issues themselves and to find sustainable solutions together.

Community Connections unites previously singular services delivering support in the community under one multi-skilled team to deliver a holistic offer to the community, empowering citizens to lead healthier lives and improve their sense of wellbeing.

The services brought together to create Community Connections were:

Housing	Which includes homelessness, temporary accommodation, private rented housing standards and major adaptations
Neighbourhood	Work in neighbourhoods delivering community engagement Regeneration
Community Safety	Anti-social behaviour and management of the Community Safety Partnership
Community Youth	Universal offer to 11-19 year olds across the City

Members wanted a new way to engage with communities to understand what is happening in their communities and to better support people living in their local areas. Together we work more effectively to maximise opportunities to solve or reduce citywide issues that are of concern to all.

The bringing together of departments and facilitating information and intelligence flow aids us in developing shared good practice and being the best problem solver we can. We will work closely with the Chief Executives team to ensure effective information sharing and consistency of approach.

In 2017 we created the vision:

*Community Connections is a multi-disciplinary team, working across localities, with and in communities, to support and empower citizens to make sustainable change in their lives.*

## PURPOSE

Community Connections was brought together to support communities to find solutions to problems they face individually and as a community, improve the delivery of statutory services, and support a single point of community problem solving. Community Connections also aims to improve the partnership working across statutory partners, Voluntary and Community Sector organisations and communities and work together to provide sustainable solutions to communities.

What Community Connections will do in communities?

“We will champion the voice of the community and strengthen relationships to build capacity within our communities”

“We will support and enable our partners to engage and co-operate with each other and within our communities”

“We will be dynamic, and develop robust preventative solutions to homelessness, through positive change in their social, economic and physical environments”

“We will champion fairness and equity for all communities”

The service has three areas of focus that drive three main outcomes

Housing Need	Community Engagement	Safe and Strong Communities
Promoting access to decent, safe and affordable homes, which are suited to customer needs, promotes health and wellbeing in a community they want to live	Supporting communities to improve their local areas by providing joined up and effective engagement with partners promoting sustainable change.	Driving safe and strong communities by engaging citizens and partners to encourage communities to build social value and good quality neighbourhoods



Housing Need	Community Engagement	Safe and Strong Communities
Vulnerable households are able to secure and sustain independence, health & wellbeing through interventions and access to suitable sustainable housing	Communities are able to access information and advice, to support independence, improved opportunities and health & wellbeing.	Communities feel safer and more confident in neighbourhood they live and the opportunities they have.

By focussing our resources towards these outcomes, Community Connections service will provide an essential point of contact for solutions to issues faced by communities, and will provide engagement to build capacity within communities to find their own solutions. Early, simplified access to services to support the housing needs and housing improvement in conjunction with youth and community services will ensure a robust offering to our citizens to support the changes they want to make in their lives.

Through prioritising prevention and early interventions Community Connections can support the reduction of health and social inequalities, whilst ensuring a focus on communities.

This is made possible by the multi-disciplinary service that shifts from being a supply led service to one that is driven by demand and the needs of the individual and communities. This will support our cities Health and Wellbeing outcomes.

## SERVICE PRIORITIES FOR 2018/19

<b>Service Priority</b> <i>What it is and why you're focussing on it</i>	<b>'Must do' actions</b> <i>What do you have to do to make the successful deliver against your priorities</i>	<b>Dependencies</b> <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
<p><b>Prevent and Tackle Homelessness</b></p> <p><i>Lead and Deliver City wide plans including Plan for preventing and tackling homelessness, Private rented action plan. Help to reduce homelessness, Rough Sleeping and improve housing standards</i></p>	<p><b>Advice and Information</b> – ensure that customers have access to advice and information in the right place at the right time</p> <p><b>Training and Awareness Raising</b> – provide training and awareness raising to support skills for customers and workers in all fields to support delivery</p> <p><b>Pathways</b> - Work with partners to improve pathways and to intervene earlier to improve prevention of homelessness</p>	<p><i>Whole system approach to preventing homelessness</i></p> <p><i>Main dependencies – Commissioning, Voluntary and Community Sector organisations, Landlords, Health, Children's Services, Adults Services, Customer Services</i></p>
<p><b>Reduce Bed and Breakfast usage</b></p> <p><i>Emergency accommodation provision in bed and breakfast is costly and provides poor outcomes.</i></p>	<p><b>Managing Demand</b> – Support change within the Complex needs system and alliance contract to reduce demand at the front door, Work to deliver the Temporary Accommodation Action Plan to support robust decision making and move on</p> <p><b>Support</b> – Ensure people can access the right support at the right time</p> <p><b>Provision</b> - Meet with investors to investigate ways of increasing temporary accommodation or affordable housing delivery in the city, Investigate and deliver scheme using container and/or pre-fabricated buildings for temporary accommodation provision</p>	<p><i>Main dependencies – Commissioning, Complex Lives System, Emergency Accommodation providers, Social Landlords</i></p> <p><i>Social Landlords, Housing Delivery, Private investors</i></p>

<p><b>Community Engagement</b></p> <p><i>Work in communities to change how the council engages with communities and citizens. Help to provide sustainable solutions in communities</i></p>	<p><b>Improve Health and Wellbeing -</b> Work with partners and communities to establish relationships with Health and Wellbeing Hubs, carry out Asset Mapping, Support Community based activities that improve Health and Wellbeing</p> <p><b>Locality Working -</b> Provide a presence in the hubs matching the core offering of Health &amp; Wellbeing Hubs. Develop a 'Pop Up' Model of youth work delivery that is prioritised, planned or reactive through a small detached team that will go into communities, Deliver Collaborative Problem Solving</p>	<p><i>Communities, Health, Voluntary and Community Sector organisations, Youth providers, Police, Customer Services, Public Health, Street Services</i></p>
<p><b>Building Safe and Strong Communities</b></p> <p><i>Support the work of Safer Plymouth by making sure that Communities feel safer and more confident in the neighbourhood they live and the opportunities they have</i></p>	<p><b>Improving Community Cohesion –</b> Work with partners to ensure that cohesion is improved across the city. Work with excluded communities to ensure their voices are heard, Ensure that communities are able to report where necessary</p> <p><b>Building Resilient Communities –</b> Provide better information and advice in communities, including utilisation of co-location and advice hubs. Provide interventions specific to communities to support them to feel more resilient, provide staff working direct in communities</p>	<p><i>Commissioning, Police, Office of the Police and Crime Commissioner, Fire Service, Health, Voluntary and Community Sector organisations, Children's Services</i></p>

## Performance

The key priorities of the department are aligned to a basket of key performance indicators, and these are identified within the attached 'Key Performance Indicators' table in appendix 3. The indicators themselves cover all areas of the business, ranging from Homelessness Prevention and Housing Improvement through to Community Safety and Neighbourhood Regeneration. Three of these performance indicators have been elevated into the performance framework of the Council's new 2018-2022 Corporate Plan. The three indicators performance manage the department against numbers in temporary Bed and Breakfast accommodation, the number of homelessness preventions and the removal of potentially dangerous category one hazards from private homes.

## Delivery of Council Pledges

We will be on a quarterly basis monitoring how the delivery of the department's service priorities are also delivering against the Council's pledges. There are 6 Council pledges that the department are responsible for delivering, and these have been assigned lead officers. The 6 pledges are identified in Appendix 4.

**Appendix I**

## I. Budget 2018/19

Service	Expenditure	Income	Net Budget	Cost Increases	Savings	Funding/resource changes	Net budget
	£m	£m	£m	£m	£m	£m	£m
Community Connections Youth	0.563	(0.040)	0.523	0.010	(0.010)	0.000	0.523
Community Connections Access	2.479	(1.118)	1.361	0.271	(0.057)	0.000	1.575
Community Connections Localities	1.014	(0.386)	0.628	0.007	(0.022)	0.000	0.613
<b>TOTAL</b>	<b>4.056</b>	<b>(1.544)</b>	<b>2.512</b>	<b>0.288</b>	<b>(0.089)</b>	<b>0.000</b>	<b>2.711</b>

## Appendix 2 Service Standards – the standards of service you are providing to citizens/internal customers (new)

Service Standard ID	Service Description	Standard for delivery
CC 1	Social Housing Register Application	20 working days to process application
CC 2	Social Housing Register Review	56 days to decision
CC 3	Homelessness Prevention	3 working days to contact client from date of referral
CC 4	Private Rented Housing Standards enquiries	1 working day to acknowledge 5 working days to respond
CC 5	Gypsy Roma and Traveller Unauthorised Encampment	1 working day to acknowledge notification of an Unauthorised Encampment 1 working days to visit an Unauthorised Encampments
CC 6	Community Youth	1 working day to acknowledge receipt of request for targeted service 10 working days to respond to request for service
CC 7	Safer Communities Anti-Social Behavior enquiries	5 workings days to make initial enquiries and make contact
CC 8	Safer Communities Hate Incident Report	1 working day to acknowledge 2 workings days to make contact

## Appendix 4 Council Pledges owned by Community Connections

	Theme	Pledge (Priority Pledges Highlighted in green)	Lead Department	Strategic / Service Director	Lead Officer
9	Jobs and Prosperity	Many local businesses work hard for the good of Plymouth, going the extra mile to help meet the city's needs and working for inclusive growth. We will explore ways in which we can help businesses and social enterprises that go further than a standard corporate social responsibility programme to grow.	People - Community Connections	Matt Garrett	Anna Peachey Darin Halifax
26	Affordable Homes	The housing wait list in Plymouth is too long. The waiting list to go on the waiting list is now 1,200 people strong. We will tackle this administrative backlog. We will set up a working arrangement with housing associations to deliver much more housing for affordable social rent. - <b>PRIORITY PLEDGE (TOP 5)</b>	People - Community Connections	Matt Garrett	Anna Constantinou
31	Affordable Homes	We will prioritise stopping as many people as possible becoming homeless, and we will end the practice of families with children being housed in Bed and Breakfasts. - <b>PRIORITY PLEDGE (TOP 5)</b>	People - Community Connections	Matt Garrett	Jackie Kings



	Theme	Pledge (Priority Pledges Highlighted in green)	Lead Department	Strategic / Service Director	Lead Officer
32	Affordable Homes	We will work hard to provide real choices for people and families who are homeless or facing homelessness. We are especially concerned that children in temporary accommodation should have somewhere to study and to play. We will publish an action plan to help address the increase in homelessness that will include those in temporary and emergency accommodation as well as people who are rough sleeping. We will investigate the 'pop up homes' projects pioneered in Bristol and London to see if those schemes can be used in Plymouth, too. - <b>PRIORITY PLEDGE (TOP 5)</b>	People - Community Connections	Matt Garrett	Jackie Kings
33	Affordable Homes	The vast majority of landlords in Plymouth are good and take care of their properties, but there are far too many poor-quality homes. We will toughen up enforcement of housing in the private rented sector to drive up standards for renters. If, within 12 months, the private rented sector has not taken substantial steps to improve standards, we will begin the process of introducing a licensing scheme for the private rented sector.	People - Community Connections	Matt Garrett	Malisa Collyer
66	Safer, Welcoming City	We support community policing and we will continue to oppose cuts to the number of police stations, police officers and PCSOs in Plymouth. We will fight any further cuts to Plymouth's fire cover, the number of fire stations and firefighters in our city.	People - Community Connections	Matt Garrett	Jackie Kings