

Health and Wellbeing Board

1. Reference Information

Paper tracking information	
Title:	Developing the Community Development System Capability
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Author (Name, post title and telephone number):	Rebecca Brooker, Communities and Prevention Lead, Surrey County Council, 07772901950
Sponsor:	Helen Atkinson, Director of Public Health, Surrey County Council Nicola Kilvington, Director of Insight, Analytics and Intelligence
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2. Executive summary

2.1 Community development is identified as a system capability in order to deliver both the Health and Wellbeing Strategy and the 2030 Community Vision for Surrey. The Health and Wellbeing Strategy proposes developing a community development workstream and a community engagement plan.

3. Recommendations

3.1 The Health and Wellbeing Board is asked to:

- a) Approve the proposed approach to establish a community development workstream and engagement plan
- b) Ensure the activities within the community development and engagement plans are developed in partnership
- c) Provide an opportunity at a future board meeting to shape the community development and engagement plans through an in-depth workshop

4. Reason for Recommendations

4.1 During the summer of 2018, residents, communities, voluntary and charitable bodies, faith groups, organisations, public sector bodies, businesses and others from across Surrey worked to set out an ambitious and wide-ranging [Community Vision for Surrey in 2030](#) (the Vision).

4.2 The ambition of the Vision can only be secured through effective partnership working, and to this end the Vision establishes the 'Partnership Commitment', a key theme which is community participation. The Health and Wellbeing Strategy aligns to this by identifying community development as one of the seven system capabilities required to deliver the strategy. There is a breadth of expertise on this across Surrey, but it is currently disconnected and needs to align to the objectives of the Board.

4.3 The recommendations seek to ensure the community development system capability is delivered in a collaborative way for the benefit of residents as well as all partners, to achieve the wider objectives of the Health and Wellbeing Strategy.

5. Detail

5.1 The Health and Wellbeing Strategy identifies community development as one of the seven system capabilities required to deliver the strategy. The critical path to achieve this community development capability was defined in the Strategy as “*creating a new relationship between partners and our population, co-designing and co-producing solutions to our challenges, and improving communication between partners, and with the population*”.

5.2 Based on our research, discussions with stakeholders, learning from others and existing work to support this agenda, we propose to take forward work around the following themes in order to deliver on these objectives. These ideas are summarised in Annex 1.

- **Engagement:** Creating a narrative that is clear and straightforward, identifying Surrey’s ‘natural communities’, developing relevant and accessible messaging and engagement at a local level meaningful to the community, building on feedback to create a trusted dialogue
- **Insight:** Talking with residents and partners to agree an understanding of local needs and the things that are important, developing a better understanding of the enablers and barriers to community participation in Surrey, exploring what collaborative opportunities could help make a difference, and seeing if actions are making a difference
- **Asset-based community development:** Enhancing the ability of individuals, families and neighbourhoods to sustain their health and wellbeing by helping them to access and develop local support, utilising local assets to best reach our populations, investing in what is already happening rather than re-inventing the wheel, capturing those in communities who are interested in helping their communities and supporting them to do more
- **Social infrastructure:** The processes and tools that support greater community participation – for example, funding for community projects or digital platforms that provide information and resources
- **Social connections:** Bringing residents together to strengthen relationships within communities and creating new opportunities to build on the community spirit that already exists, making a social movement not just a project
- **Social action:** Working with communities to identify what is important to them and practical solutions to deliver better outcomes, particularly for those that are most vulnerable, identifying actions to meet local needs and ‘advertising’ them to communities so they can act – resident to resident or with partners and statutory organisations
- **Social innovation:** Taking grass-roots ideas for improving communities and working with partner organisations to help them be nurtured and to flourish. There may also be opportunities to learn lessons or scale up and replicate good practice across Surrey, formalising interest into employability skills especially for those with care and support needs

5.3 The delivery of these themes will be through a range of programmes including:

- **Local Forums:** Local conversations with communities and health and care partners to proactively discuss local needs and collaborative solutions, looking to begin an asset-based approach to commissioning
- **Local Profiles:** A collaboration across community, health and social care to present measures of social wellbeing in an accessible way that could support articulation of local needs, market shaping of the voluntary sector and a common framework for monitoring impact
- **Social Prescribing:** Establishing pathways for residents to make use of community-based support, especially for those accessing primary care for non-medical reasons and for those with avoidable health conditions such as winter wellness
- **Strengths Based Health and Care Practice:** Embedding a strengths based approach within social care and extending this to health partners as appropriate
- **Social Value:** Developing collaboration of communities, statutory partners and Surrey-based businesses to take joint responsibility for the health and wellbeing of Surrey residents
- **A Million Ways:** Digital infrastructure to support resident mobilisation and social action, including resident to resident and resident-organisation
- **Preventative Workforce:** Building community capacity to promote health and wellbeing, by utilising existing points of engagement

5.4 These programmes will be delivered in collaboration with relevant partners, and will be delivered in three phases to allow evolution of the plans as learning develops. The three phases will be:

- **Phase 1 (Scoping and Draft Plans):** Partner and stakeholder co-design and engagement workshops, scoping evaluations, roll out proposals, development of draft community development workstream plan and draft community engagement plan
- **Phase 2 (Prototyping):** Ongoing partner and stakeholder co-design and engagement workshops, development of prototypes, delivery and evaluation of prototype/pilot phases, learning and evolution of community development workstream plan and engagement plan
- **Phase 3 (Delivery at Scale):** Roll out of programmes, evaluation of programmes at scale, review of community development workstream plan and proposals for further activity

5.5 As a result of these activities we expect the following outcomes across Surrey:

- Residents take part in activities that improve their neighbourhood and their health and wellbeing and actively promote health and wellbeing messages
- Residents are more connected with others in their neighbourhood and are working collaboratively together to support their community
- Residents facilitate health and wellbeing initiatives within their communities
- Health and Wellbeing staff across the local system have the a ready network of community representatives to consult and mobilise
- Residents suggest ways health and wellbeing in their neighbourhood could be improved and take part in co-production of local services
- Statutory organisations understand how residents could be involved in co-production or co-delivery of local services
- Employees use more of their employee volunteering allowance to support their workplace or home community

- Residents with care and support needs are contributing to community life
- Residents expressing interest in health and wellbeing are nudged to broaden or deepen their involvement

6. Challenges

6.1 In order to deliver these projects in a timely way and at scale across Surrey, sufficient resources are required. The programmes of work will remain aligned to the ambitions of the Community Vision for Surrey in 2030 and may be subject to change in order to encourage quality partnership working that complements the work of others, and avoids duplication.

7. Timescale and delivery plan

7.1 The programmes will be delivered in stages over the next two years. The delivery plans will be developed in partnership with specific KPIs for each programme.

8. How is this being communicated?

8.1 During the initial scoping phases, wide consultation with stakeholders and partners has begun and will continue. This includes:

- Residents and community representatives
- Voluntary sector organisations and representatives
- Business representatives
- Health and care partners, including primary care, ICPs and Public Health
- Surrey County Council and within district and borough councils

9. Next steps

- Deliver a more in-depth workshop for the Board to shape the proposed approach to developing the community development capability (date to be confirmed)
- Carry out partner and stakeholder workshops to complete scoping of proposed approach and included programmes of work and evaluate feasibility and impact by July 2019
- Develop draft community development workstream plan and draft community engagement plan by August 2019
- Draft proposals and recommendations for the Board on the proposed programmes by September 2019
- Carry out ongoing partner and stakeholder workshops, delivery and evaluation of pilot phases, learning and evolution of community development workstream plan and engagement plan by December 2019
- Begin roll out of programmes and evaluate programmes at scale, reviewing the community development workstream plan and proposals for further activity by July 2020

Annex 1: An outline of community participation models in Surrey

Focus	Some of the different ways we think we can start to change our relationship with residents and communities, enabling stronger communities in support of Vision 2030												
What could we try?	Sharing insights	Social action	Behaviour change			Co-production			Social value		Social innovation		
Partners' role could be...	Helping people to know what's needed	Enabling people to help one another more	Helping to create the conditions where its is easier for us all (partners, residents and communities) to do the right things			Facilitating real conversations with communities	Commissioning with residents and communities rather than doing to		Comm'g and procuring differently to create social good	Influencing how local businesses use their resources	Creating more opportunities for social innovation in Surrey		Direct delivery?
Some of the things we're exploring are...	Social Progress Index (or similar)	A million ways	Social prescribing	Preventative workforce	Making every contact count	Local Partnership Boards (and other ideas)	Changing how we commission - new framework	Asset based community development approaches	Social Value Charter (and other approaches)	Social value market place (and other approaches)	Participatory cities model?	Design challenges? (e.g. Surrey Community Challenge)	IMAGINE project

<p>Social Progress Index</p> <ul style="list-style-type: none"> • One approach we are exploring to help us measure holistic change over time at a community level and help us focus on the right issues 	<p>A million ways</p> <ul style="list-style-type: none"> • A small pilot to explore whether an online platform can help to connect residents with needs with to others who want to help local people 	<p>Social prescribing</p> <ul style="list-style-type: none"> • Work across the Health system to connect patients with non-medical, community based, social interventions in their area 	<p>Preventative workforce</p> <ul style="list-style-type: none"> • Initial ideas we're exploring about making better use of known networks of staff and residents who want to make a difference in their local areas 	<p>Making every contact count</p> <ul style="list-style-type: none"> • A well established programme to equip a wide range of professionals and community members to promote public health in their day-to-day work
<p>Local partnership boards</p> <ul style="list-style-type: none"> • Planned changes to our current Local and Joint committees (see earlier slides) 	<p>Commissioning framework</p> <ul style="list-style-type: none"> • Surrey CC developing a new model for its commissioning, focussed on doing with not to, building on the strengths, thinking about systems and enabling shared long-term outcomes 	<p>Asset based community development</p> <ul style="list-style-type: none"> • Trying out a different approach to working with communities, where we simply support and enable communities to help themselves 	<p>Social value charter</p> <ul style="list-style-type: none"> • A tool to help us take a consistent and coordinated approach to creating added value for Surrey's communities when SCC spends public money 	
<p>Social value marketplace</p> <ul style="list-style-type: none"> • An online platform to help SCC's providers to identify opportunities where they can give back to local communities 	<p>Participatory cities model?</p> <ul style="list-style-type: none"> • Work to explore what we can learn from Barking and Dagenham's initiative to support and enable local residents to turn their ideas for change into reality – what would this look like in Surrey? 	<p>Design challenges</p> <ul style="list-style-type: none"> • Starting to explore whether we can allocate funding to innovative ideas from communities through a more collaborative, value-creating process, rather than classic procurement methods 	<p>Imagine project</p> <ul style="list-style-type: none"> • A small EU-funded social innovation pilot to co-produce new ways of using public land to create training and employment opportunities for young adults 	