

3. COMMUNITY STRATEGY 2018-23

1. Summary

1.1 This report summarises the consultation feedback on the draft Community Strategy 2018-23 and seeks approval of the Local Strategic Partnership (LSP) Board to adopt the strategy.

2. Details

2.1 At its meeting on 11th October 2017 the LSP Board agreed to consult on the draft Community Strategy 2018-23 and to finalise adoption of the strategy at this meeting.

2.2 Feedback on the public consultation is summarised in appendix 1.

2.3 A final version of the strategy for adoption is attached to the agenda. The key amendments made to each strategic theme are as follows:

Housing

- Inclusion of 'supported' accommodation requirements.

Ambition

- Theme title changed from Ambitious.
- Reference made to the Hertfordshire Skills Strategy.

Independence & Resilience

- Theme title changed from Independent & Resilient.

Health & Wellbeing

- Reference made to the Hertfordshire Ageing Well Strategy.

Safety

- Inclusion of the promotion of Home Fire Safety initiatives and the work of Hertfordshire Trading Standards.
- Reference made to the Hertfordshire Hate Crime Strategy.

2.4 None of these amendments substantively change the strategy.

3. Options/Reasons for Recommendation

3.1 To adopt the Community Strategy for 2018-23.

3.2 To request that partner organisations follow the relevant procedures within their organisations to approve the draft strategy.

4. Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the terms of reference of the Local Strategic Partnership.

5. Legal, Financial, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre and Communications & Website Implications

5.1 None specific.

6. **Risk Management and Health & Safety Implications**

6.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

6.2 The subject of this report is covered by the Leisure & Community service plan. Any risks resulting from this report will be included in the risk register and, if necessary, managed within this plan.

6.3 There are no risks to the Local Strategic Partnership agreeing the recommendation.

6.4 The following table gives the risks that would exist if the recommendation is not approved, together with a scored assessment of their impact / likelihood:

Description of Risk		Impact	Likelihood
1	Failure to achieve the priorities of the community strategy	III	C

6.5 The above risk is plotted on the matrix below depending on the scored assessments of impact and likelihood, detailed definitions of which are included in the risk management strategy. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood are plotted in the shaded area of the matrix. The remaining risks require a treatment plan.

Likelihood	A						Impact V = Catastrophic IV = Critical III = Significant II = Marginal I = Negligible	Likelihood A = >98% B = 75% - 97% C = 50% - 74% D = 25% - 49% E = 3% - 24% F = <2%
	B							
	C			1				
	D							
	E							
	F							
		I	II	III	IV	V		
Impact								

6.6 In the officers' opinion the new risk above, were it to come about, would seriously prejudice the achievement of the Strategic Plan and is therefore a strategic risk. Progress against the treatment plans for strategic risks is reported to the Executive Committee quarterly. The effectiveness of all treatment plans are reviewed by the Audit Committee annually.

Description of Risk		Service Plan
1	The LSP does not agree shared priorities based on evidence and stakeholder consultation.	Leisure and Community

7. **Equal Opportunities Implications**
7.1 **Relevance Test**

Has a relevance test been completed for Equality Impact?	Yes (Appendix 2)
Did the relevance test conclude a full impact assessment was required?	Yes (Appendix 3)

7.2

Impact Assessment

What actions were identified to address any detrimental impact or unmet need?
No adverse impact is anticipated from implementing the strategy. Monitoring will continue throughout the life of the strategy to assess if any protected group needs further focussed support or response.

8.

Recommendations

8.1

That the LSP Board notes the consultation feedback.

8.2

That the LSP Board adopts the Community Strategy 2018-23.

8.3

That partner organisations follow the relevant procedures within their organisations to approve the draft strategy.

Report prepared by: Karl Stonebank, Partnerships Officer.

Data Quality

Data sources:

Consultation results from Survey Monkey survey

Data checked by: Andy Stovold, Head of Community Partnerships

Data rating:

1	Poor	
2	Sufficient	X
3	High	

APPENDICES

Appendix 1 – LSP Community Strategy Review 2018-2023 Consultation Report

Appendix 2 – Equalities Relevance Test

Appendix 3 – Full equalities impact assessment

ATTACHMENTS

1. Three Rivers Local Strategic Partnership Community Strategy 2018 to 2023

Three Rivers Local Strategic Partnership (LSP) Community Strategy Review 2018-23

Consultation Report

February 2018

Background

Three Rivers Local Strategic Partnership's (LSP) vision is that the district should be a better place for everyone, their neighbourhoods, health, employment and access to services. The 'draft Themes for Three Rivers LSP Community Strategy 2018-23' endeavours to illustrate these visions.

The LSP was set up in 2002 to produce a Community Strategy for Three Rivers. It has links with other partnerships and forums in the district - all of which are working towards achieving the priorities of the Strategy. The LSP Board is made up of representatives from public, private, voluntary and community sector organisations, which are based in and around the district, and aims to build on the successful partnership working which already existed. Membership is set at senior politician, board or chief officer level to ensure that members have the necessary authority to speak for their organisations and to commit the resources needed to turn the vision into a reality.

Objectives

- To ensure Three Rivers' residents, businesses and stakeholders are effectively consulted and involved in the process of confirming the Three Rivers Local Strategic Partnership Community Strategy Review 2018-23.

Methodology

A 'Survey Monkey' on-line survey was launched on **Wednesday 20th December 2017** and closed on **Wednesday 31st January 2018**. The on-line survey was marketed on Three Rivers District Council website, through email distribution lists and social media.

The enclosed report contains all **34 responses received**.

Respondent Profile

Please see the **Appendix** for the full **respondent profile**

Executive Report

How strongly do you agree or disagree with the following priorities for....

<u>HOUSING</u>	<u>% Agree</u>
P1.Residents have good quality, affordable housing and temporary accommodation	58
P2.Residents are supported to live independently and maintain their tenancies and homes	63
P3 The LSP work together to make our residents safe in their accommodation	63
<u>AMBITIOUS</u>	
P4.Residents attend, engage and enjoy high quality education and learning environments and experiences	71
P5.Residents are supported to secure work and get closer to the labour market including apprenticeships and skills development	53
<u>INDEPENDENT AND RESILIENT</u>	
P6.Residents are able to manage their finances and debt	59
P7.Residents are able to manage their own health, social care and support	59
P8.Residents have the life skills and access to the resources they need to live independently and cope with challenges to sustain their independence	66
P9.Residents live in supportive communities	77
<u>HEALTH AND WELLBEING</u>	
P10.Residents have opportunities to be physically and mentally healthy	78
P11.Residents have access to health and social care, especially the vulnerable	63
<u>SAFETY</u>	
P12.Residents are safe from crime and antisocial behaviour	66
P13.Residents are safe from abuse, neglect, violence, bullying, discrimination and exploitation	72
P14.Neighbourhoods are safe for people to live, work and socialise in	75

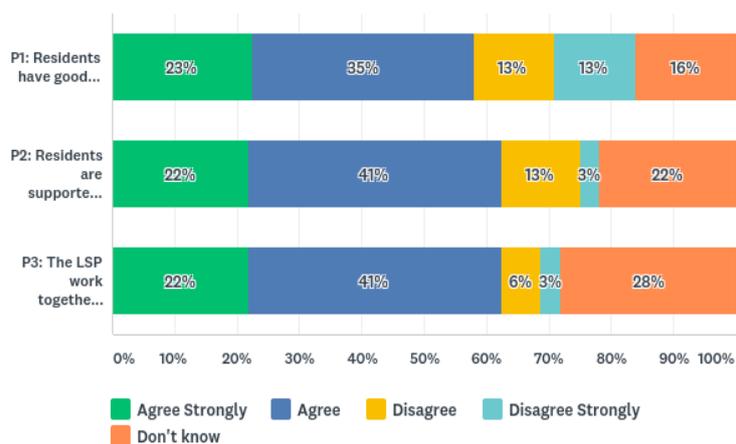
How strongly do you agree or disagree with the following actions, proposed to meet the priorities for....

<u>HOUSING</u>	<u>% Agree</u>
A1. Build more affordable housing	70
A2. Build or supply more temporary accommodation;	53
A3. Implement the Joint Housing Protocol for children and families;	80
A4. Ensure the right support / services are promoted and available for residents, such as Safe & Well visits, Herts Independent Living Service, Floating Support and Citizens Advice Service;	93
A5. Promote access to the Disabled Facilities Grant.	87
<u>AMBITIOUS</u>	
A6. Target educational and learning opportunities in areas of greatest deprivation;	82
A7. Champion apprenticeships in all sectors including providing opportunities across our organisations;	86
A8. Create opportunities using the Apprenticeship Levy, including considering how to support small to medium-sized organisations;	90
A9. Promote learning, work placement and employment opportunities including employment open days;	90
A10. Respond to transport / access issues for education and employment;	86
A11. Maximise the local benefit and impact of Hertfordshire Local Enterprise Partnership.	66
<u>INDEPENDENT AND RESILIENT</u>	
A12. Promote access to organisations that provide all types of advice and support, including the Citizens Advice Service;	83
A13. Promote access to preventative services e.g. Wellbeing Service, Social Prescribing, Community & Social Groups;	84
A14. Target services in areas of greatest need;	93
A15. Collectively use HertsHelp, Community Navigators & Families First to promote early intervention & Self-Help.	87
<u>HEALTH AND WELLBEING</u>	
A16. Promote access to and on-going participation in physical activity opportunities;	83
A17. Promote access to mental health services;	90
A18. Develop a joint pathway for dual diagnosis with regards to drugs, alcohol and mental health;	86
A19. Target services in areas of greatest need and towards groups of greatest need;	90
A20. Promote access to health & social care services, through HertsHelp and Families First.	80
<u>SAFETY</u>	
A21. Target joint action in order to achieve the strategic priorities for crime & disorder as identified by the Three Rivers Community Safety Partnership;	77
A22. The LSP work together to tackle the fear of crime by promoting consistent messages, individual citizen responsibility and self-help;	70
A23. Champion safeguarding and early help for children, adults at risk and other vulnerable groups;	93
A24. Promote access to Victim Support services.	83

Results

HOUSING

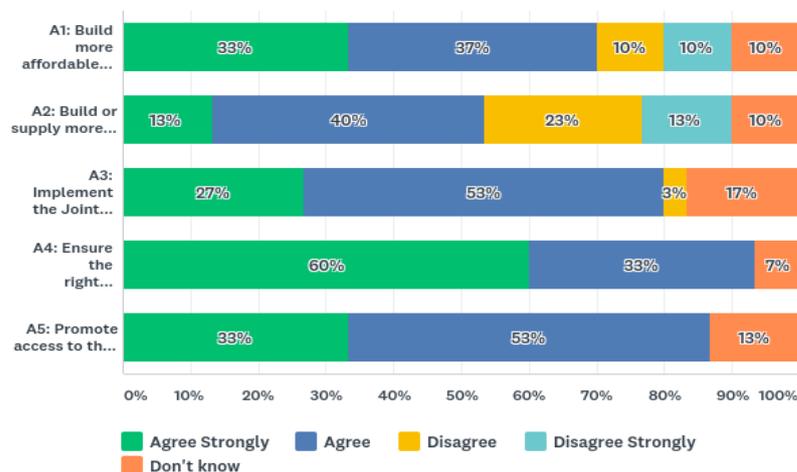
Q1 How strongly do you agree or disagree with the following priorities for HOUSING?



% Agree

P1.Residents have good quality, affordable housing and temporary accommodation	58
P2.Residents are supported to live independently and maintain their tenancies and homes	63
P3 The LSP work together to make our residents safe in their accommodation	63

Q6 How strongly do you agree or disagree with the following actions proposed to meet the priorities for HOUSING?



% Agree

A1. Build more affordable housing	70
A2. Build or supply more temporary accommodation;	53
A3. Implement the Joint Housing Protocol for children and families;	80
A4. Ensure the right support / services are promoted and available for residents, such as Safe & Well visits, Herts Independent Living Service, Floating Support and Citizens Advice Service;	93
A5. Promote access to the Disabled Facilities Grant.	87

Comments

- **Concern was raised that housing would not be truly affordable**, that provision would not be made for **families and houses**, rather than simply flats
- **Support for young people** was also mentioned.
- **Vulnerable people** need priority housing
- **A worry about unwanted temporary accommodation** was a concern for one respondent.
- **Downsizing** was suggested by one respondent
- The **benefits of hostels** was highlighted by one respondent
- **Supported housing** was also highlighted
- One respondent suggests it would be better to **develop a new area**, whilst another respondent suggests the **opposite: that existing areas should be developed**

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AMBITIOUS

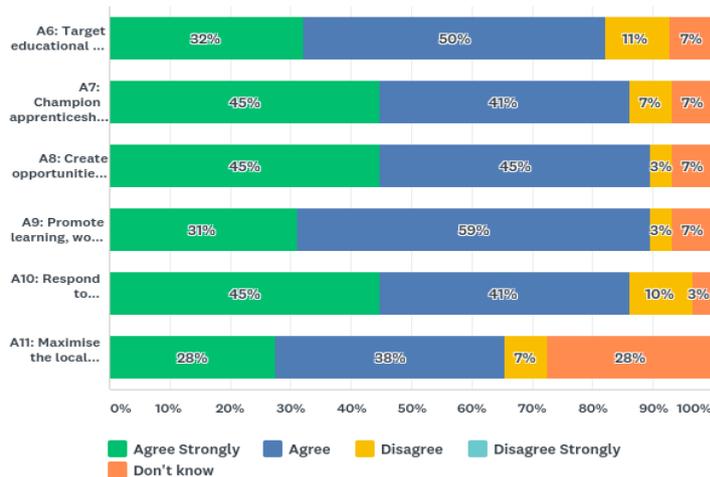
Q2 How strongly do you agree or disagree with the following priorities for AMBITIOUS?



% Agree

P4. Residents attend, engage and enjoy high quality education and learning environments and experiences	71
P5. Residents are supported to secure work and get closer to the labour market including apprenticeships and skills development	53

Q7 How strongly do you agree or disagree with the following actions proposed to meet the priorities for AMBITIOUS?



% Agree

A6. Target educational and learning opportunities in areas of greatest deprivation;	82
A7. Champion apprenticeships in all sectors including providing opportunities across our organisations;	86
A8. Create opportunities using the Apprenticeship Levy, including considering how to support small to medium-sized organisations;	90
A9. Promote learning, work placement and employment opportunities including employment open days;	90
A10. Respond to transport / access issues for education and employment;	86
A11. Maximise the local benefit and impact of Hertfordshire Local Enterprise Partnership.	66

Comments

The following points were raised:

- Work with **Wenta**
- **Support local enterprise**
- **Do not work with government national schemes (e.g. Capita)**
- **Need for secondary school**
- **Government system issues** causing problems for those out of work
- **Encouragement needed for local employment opportunities**
- **Support required for less academic children** and more **apprenticeship opportunities**
- **Hertfordshire Skills Strategy focus**
- **Promote cycling to work**

“

*“In addition to the partnership working identified in this section could a reference to the **Hertfordshire Skills Strategy be included**. The refreshed version of the strategy up to 2020 has recently been published. The aim of the strategy is to increase and develop our workforce to ensure we can support a strong economy within which businesses can thrive, whilst enabling all residents of Hertfordshire to maximise their own individual potential and share in Hertfordshire’s prosperity. Partner organisations across Hertfordshire, including Three Rivers LSP are encouraged to refer to this strategy and reflect it in their individual planning, knowing that we will be working towards the same strategic outcomes”*

*“**Improve safety and ability to cycle to promote health and local service provision** - employers need to support this as well - This is one of the local transport and access issues*

INDEPENDENT AND RESILIENT

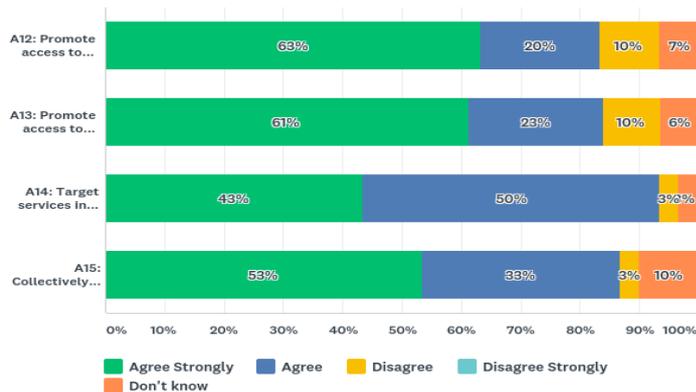
Q3 How strongly do you agree or disagree with the following priorities for INDEPENDENT AND RESILIENT?



% Agree

P6.Residents are able to manage their finances and debt	59
P7.Residents are able to manage their own health, social care and support	59
P8.Residents have the life skills and access to the resources they need to live independently and cope with challenges to sustain their independence	66
P9.Residents live in supportive communities	77

Q8 How strongly do you agree or disagree with the following actions proposed to meet the priorities for INDEPENDENT & RESILIENT?



% Agree

A12. Promote access to organisations that provide all types of advice and support, including the Citizens Advice Service;	83
A13. Promote access to preventative services e.g. Wellbeing Service, Social Prescribing, Community & Social Groups;	84
A14. Target services in areas of greatest need;	93
A15. Collectively use HertsHelp, Community Navigators & Families First to promote early intervention & Self-Help.	87

Comments

The following points were raised:

- **P6 (Residents manage finances and debt):** Should say ‘**access to a range of services**’
- **P7 (Residents manage own health and social care):** This is **not realistic** for a lot of people with **severe health issues**
- **P8 (Residents have life skills and resources to live independently):** This needs to include **voluntary sector training**
- **P9 (Residents live in supportive communities):** Community needs to be **more defined**, are you talking about **neighbourhoods here or communities of interest?**

- **Community concerns**
- **Accessibility of events**
- **Social care concerns**
- Highlight the **Herts-wide intervention and support services**

“Our sense of community seems to be diminishing”

*“Too often an event is held in Welwyn which is deemed central to Hertfordshire but **inaccessible to residents**”*

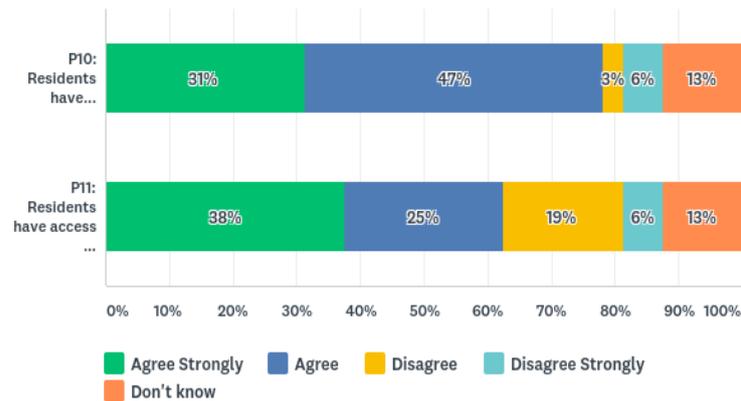
*“Food banks show that people **struggle with financial difficulties**. Help from **social services is sporadic** and not consistent”*

*“Families are left to manage difficult care needs whilst **HCC makes cut backs to care packages**”*

*“Highlighting the **Herts-wide intervention and support services** consistently is key”*

HEALTH AND WELLBEING

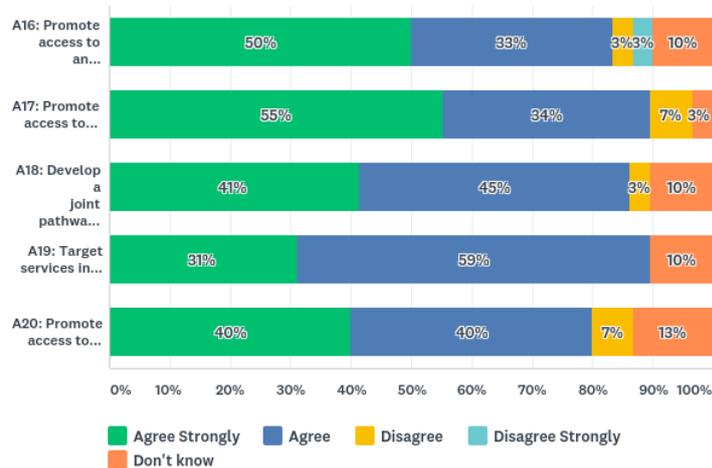
Q4 How strongly do you agree or disagree with the following priorities for HEALTH & WELLBEING?



% Agree

P10.Residents have opportunities to be physically and mentally healthy	78
P11.Residents have access to health and social care, especially the vulnerable	63

Q9 How strongly do you agree or disagree with the following actions proposed to meet the priorities for HEALTH & WELLBEING?



% Agree

A16. Promote access to and on-going participation in physical activity opportunities;	83
A17. Promote access to mental health services;	90
A18. Develop a joint pathway for dual diagnosis with regards to drugs, alcohol and mental health;	86
A19. Target services in areas of greatest need and towards groups of greatest need;	90
A20. Promote access to health & social care services, through HertsHelp and Families First.	80

Comments

The following points were raised:

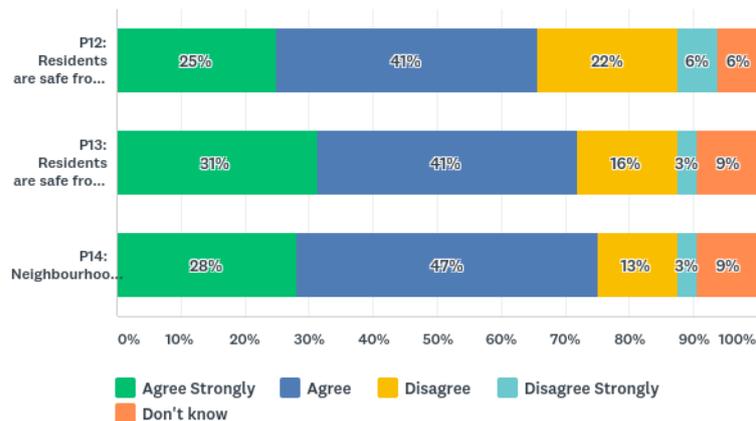
- Improve resilience **and self-care, rather than reactive support**
- Reference to **2018 Year of Physical Activity**
- Reference to **Ageing Well Strategy**

*“Access should be appropriate - much more important to **improve their resilience and self-care** so that they use services appropriately and do not see the places as the solutions to their problems and use them inappropriately*

*“In addition to the partnership working identified in this section could a reference to the [2018 Year of Physical Activity](#) be included? Also, a reference to the **Ageing Well Strategy** to work in partnership with older people, the voluntary and community sector and public sector to help people prepare for their old age and live well”*

SAFETY

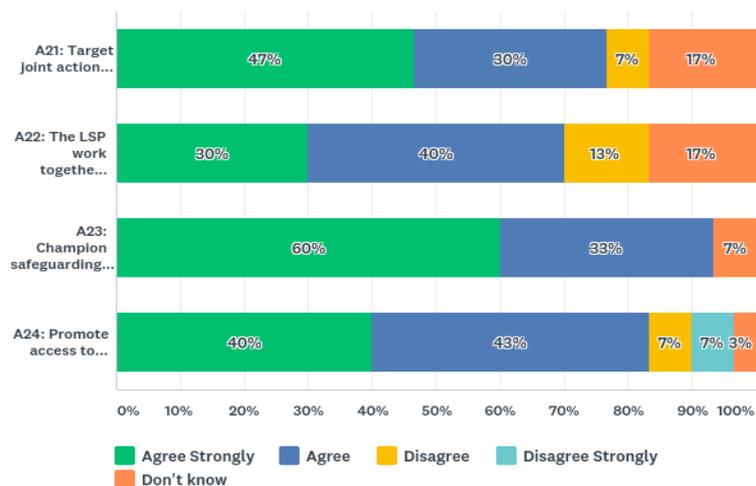
Q5 How strongly do you agree or disagree with the following priorities for SAFETY?



% Agree

P12.Residents are safe from crime and antisocial behaviour	66
P13.Residents are safe from abuse, neglect, violence, bullying, discrimination and exploitation	72
P14.Neighbourhoods are safe for people to live, work and socialise in	75

Q10 How strongly do you agree or disagree with the following actions proposed to meet the priorities for SAFETY?



% Agree

A21. Target joint action in order to achieve the strategic priorities for crime & disorder as identified by the Three Rivers Community Safety Partnership;	77
A22. The LSP work together to tackle the fear of crime by promoting consistent messages, individual citizen responsibility and self-help;	70
A23. Champion safeguarding and early help for children, adults at risk and other vulnerable groups;	93
A24. Promote access to Victim Support services.	83

Comments

The following points were raised:

- P12 (**Residents safe from crime and ASB**): this is **not going to be achievable** - **Residents reporting crime and ASB would be better**. There are **not the resources to be safe from it**. A **trauma informed approach** tackles issues at the source, **rather than dealing with symptoms**.
- Concern about **crime and ASB**
- Concern about **resources to tackle crime and ASB**
- Reference **Home Fire Safety** initiatives and **Hertfordshire Trading Standards** and **Hertfordshire Hate Crime Strategy**

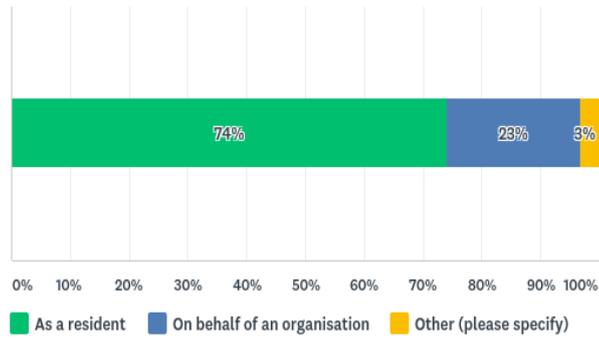
*“In addition to the partnership working identified in this section could a reference to **Home Fire Safety** initiatives be included as well as **Hertfordshire Trading Standards** work to tackle rogue trading and scams?”*

*The team can **provide scams awareness talks to vulnerable groups** and to the **staff of partner organisations**. There is also scams awareness training available at <https://www.friendsagainstscams.org.uk/> , which everyone is encouraged to do, particularly staff that are likely to come into contact with vulnerable residents. The team has a twitter account **@HCC_TS** in which they advise on the latest scams.*

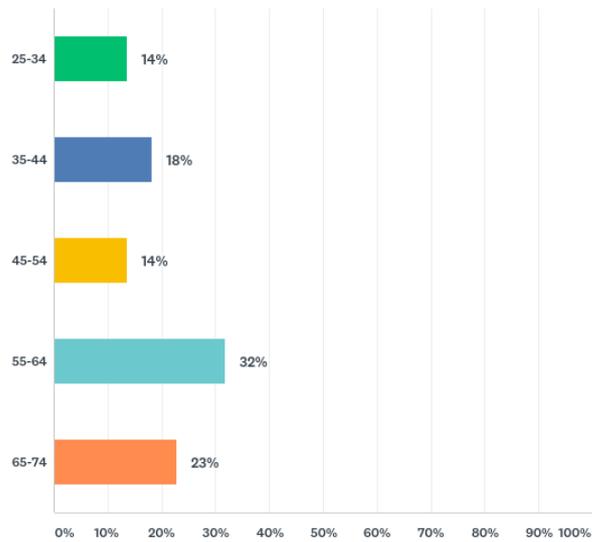
*This may be included in the work programme of the **Community Safety Partnership** but if not could a reference to the [Hertfordshire Hate Crime Strategy](#) be included?”*

Profile

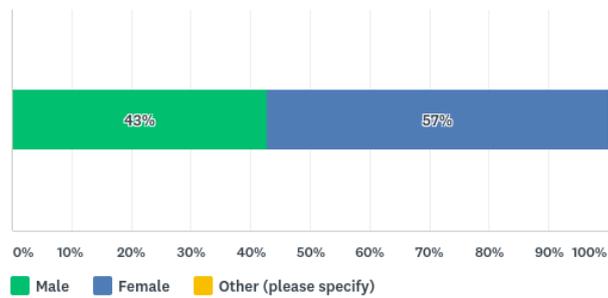
Q11 Did you answer the questions above:



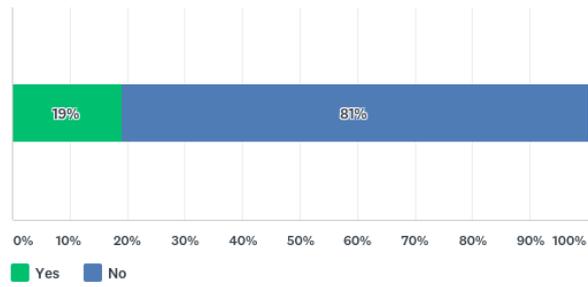
Q12 What is your age?



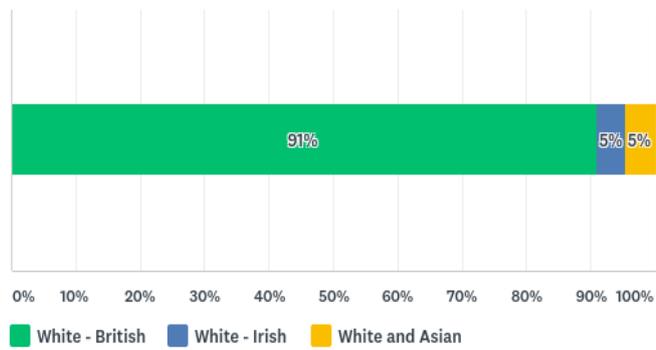
Q13 What gender do you identify with?



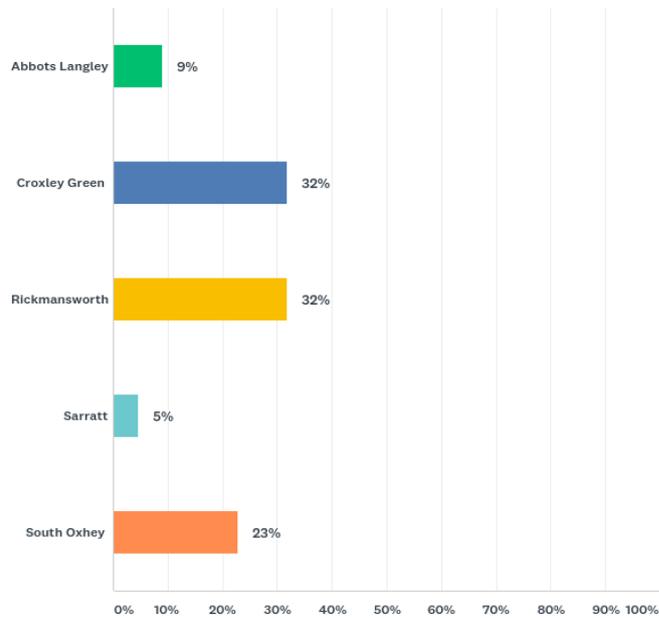
Q14 Do you consider yourself to have a disability?



Q15 To which of the following groups do you consider you belong?



Q16 Where do you live?



Appendix 2 – Equalities Relevance Test

Form A – Relevance Test

Function/Service Being Assessed: Three Rivers Community Strategy 2018-23

1. Populations served/affected:

- Universal (service covering all residents)?
- Targeted (service aimed at a section of the community –please indicate which)?
Areas of deprivation.

2. Is it relevant to the general equality duty? (see Q and A for definition of ‘general duty’)

Which of these three aspects does the function relate to (if any)?

- 1 – Eliminating discrimination, harassment and victimisation
- 2 – Advancing equality of opportunity
- 3 – Fostering good relations

Is there any evidence or reason to believe that some groups could be differently affected?

- Yes
- No

Which equality categories are affected?

- Race
- Age
- Sexual Orientation
- Disability
- Gender
- Religion
- Gender reassignment
- Marriage / civil partnership
- Maternity / Pregnancy

3. What is the degree of relevance?

In your view, is the information you have on each category adequate to make a decision about relevance?

- Yes (specify which categories)
- No (specify which categories)

Are there any triggers for this review (for example is there any public concern that functions/services are being operated in a discriminatory manner)? If yes, please indicate which:

Yes

No

4. Conclusion

On the basis of the relevance test would you say that there is evidence that a medium or high detrimental impact is likely? (See below for definition)

Yes

No

Note: if a medium or high detrimental impact has been identified then a full impact assessment must be undertaken using Form B.

Completed forms should be attached as an appendix to the relevant report and a copy sent to the Community Partnerships Unit in Leisure and Community Services

Definition of Low, Medium or High detrimental impact.

For any one (or more) equality group the following evidence is found:

	<p>Evidence may come from one or more of the following sources:</p> <ul style="list-style-type: none"> • Local service data • Data from a similar authority (including their EIA) • Customer feedback • Stakeholder feedback • National or regional research
High Relevance	<p>The evidence shows a clear disparity (of more than 80% probability) between different sections of the community in one or more of:</p> <ul style="list-style-type: none"> • levels of service access; • quality of service received; or • outcomes of service.
Medium Relevance	<p>The evidence is unclear (or there is no evidence) if there is any disparity in terms of:</p> <ul style="list-style-type: none"> • levels of service access; • quality of service received; or • outcomes of service.
Low Relevance	<p>The evidence shows clearly (at least 80% certainty) there is no disparity in terms of:</p> <ul style="list-style-type: none"> • levels of service access; • quality of service received; or • outcomes of service.

Appendix 3 - **FULL EQUALITIES IMPACT ASSESSMENT FORM B**

Function being assessed: Three Rives Community Strategy 2018-23

Is this a new function or a review of an existing function?

This is a new strategy developed by the Local Strategic Partnership

What are the aims/purpose of the function?

To identify the priorities for the District for partnership work over the next five years

Is the function designed to meet specific needs such as the needs of minority ethnic groups, older people, disabled people etc.?

The identified priorities include:

- Health and wellbeing – within which older people and people with mental health issues are expected to be a target group.
- Housing – within which the needs of the elderly and disabled are expected to feature.
- Safety – which include drugs and alcohol (and their impact on young people) as well as Domestic Violence (and its impact on women and children)

What information has been gathered on this function? (Indicate the type of information gathered e.g. statistics, consultation, other monitoring information.) Attach a summary or refer to where the evidence can be found.

Consultation data was obtained from residents as well as stakeholders representing different client and target groups
Statistical data on needs was obtained from the IMD – this included age related data, and income related data
Qualitative data was obtained from stakeholder input
Other performance data is available from sub-partnerships

Does your analysis of the information show different outcomes for different groups (higher or lower uptake/failure to access/receive a poorer or inferior service)? If yes, which aspects of the policy or function contribute to inequality?

- People with mental health issues – and their families are being prioritised
- People on lower incomes are being prioritised through targeting areas of deprivation
- Older people and potentially people with disabilities are being prioritised
- Victims of domestic violence, and drug and alcohol users are being prioritised

Are these differences justified (e.g. are there legislative or other constraints)? If they are, explain in what way.

The priorities reflect those communities most adversely affected by the priorities. In targeting this will seek to reduce the inequalities across the District.

What action needs to be taken as a result of this Equality Impact Assessment to address any detrimental impacts or meet previously unidentified need? (Select one option and explain

- No change required (explain why not)
- Adjust the policy (explain what needs to be changed to address which needs)
- Stop and remove the policy (explain why the policy fundamentally breaches our Public Sector Equality Duty and why options to alter the policy cannot address this)

Comment: – no adverse impact is anticipated from implementing the policy. Monitoring will continue throughout the life of the strategy to assess if any protected group needs further focussed support or response.

When will you evaluate the impact of action taken?

It is recommended that all LSP projects are required to continue to monitor service uptake by relevant protected characteristics and report on these to the LSP Board.

It is also recommended that a refresh of the available evidence is undertaken at least once every two years, and that this includes a check on available qualitative and quantitative data with regards to the needs of the District and the protected groups.

Assessment completed by:

NAME : **Karl Stonebank**
SERVICE : **Community Partnerships**
DATE : **1st March 2018**