

Priority: Modern & Efficient Council

Sub-Priority: Developing Communities

Impact: Supporting communities to become more resilient

This is a priority this year because we need to:

- Build on what has been completed in year one (2015/16) with support for local communities. In year two this will be concentrated on:
 - Developing the community and social sectors to support local communities to be more self-sufficient.
 - Creating alternative delivery models within the community and social sector to sustain valued public services.
 - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities.
 - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
 - Ensuring our Armed Forces Community and their families are recognised for their commitment.

National Policy Issues:

- Lack of support programmes for the development of alternative delivery models.
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015.
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

What we will do in 2016/17:

- 1) Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.
Achievement will be measured through:
 - Monitoring the number of new social enterprises developed
 - Monitoring the number of social enterprises supported to thrive and prosper
 - Monitoring community benefits delivered by new social enterprises
- 2) Encourage volunteers and active citizens.
Achievement will be measured through:
 - Monitoring the impact of the local volunteering policy
- 3) Ensure community benefit through our commissioning of goods and services and their impact.
Achievement will be measured through:
 - Establishing a Community Benefits Board with an action plan
 - Monitoring the percentage of community benefit clauses included in new procurement contracts
- 4) Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported
- Monitoring the number of services sustained through delivery via alternative models

5) Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community
- Monitoring community benefits delivered by Community Asset Transfers

6) Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services

Achievement will be measured through:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Risks to manage:

- The capacity and appetite of the community and social sectors.
- The willingness of the workforce and Trade Unions to embrace change.
- Market conditions which the new alternative delivery models face.
- Limitations on public funding to subsidise alternative models.
- Procurement regulations stifling our ability to develop local community and third sector markets
- Newly established Social Enterprises fail in their early stages of development
- Newly established Community Asset Transfers fail in their early stages of development

What we mean by:

Social Enterprise: businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Community Benefit Clauses: benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

Alternative Delivery Models (ADMs): new approaches to service delivery designed to sustain important services and meet future need.

Community Asset Transfers (CAT): the leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

Priority	Sub-Priority	Impact
Modern & Efficient Council	Developing Communities	Supporting communities to become more resilient

What we will do in 2016/17:

1. Develop the community and social sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business.

Achievement will be measured through:

- Monitoring the number of new social enterprises developed
- Monitoring the number of social enterprises supported to thrive and prosper
- Monitoring community benefits delivered by new social enterprises

Quarterly summary progress monitoring:

- Monitoring community benefits delivered by new social enterprises based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of new social enterprises developed *	Chief Officers – Organisational Change & Community & Enterprise	5	3	3
The number of social enterprises supported to thrive and prosper (support meetings held with Social Enterprises)		12	12	12

2. Encourage volunteers and active citizens

Achievement will be measured through:

- Monitoring the impact of the local volunteering policy

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target

Number of volunteers directly placed into volunteering placements (Source: FLVC)	Chief Officers – Organisational Change	541	Management Information	Management Information
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3. Ensure community benefit through our commissioning of goods and services and their impact.

Achievement will be measured through:

- o Establishing a Community Benefits Board with an action plan
- o Monitoring the percentage of community benefit clauses included in new procurement contracts

Achievement Milestones for strategy and action plans:

- o Establishment a Community Benefits Board by September 2016

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	Chief Officer – Governance	100%	100%	100%
Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents		N/A New Measure	20%	30%

4. Design and implement alternative delivery models (ADMs) to sustain important services to meet future need.

Achievement will be measured through:

- o Monitoring the level of efficiencies ADMs have supported
- o Monitoring the number of services sustained through delivery via alternative models

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The level of efficiencies ADMs have supported	Chief Officers –	Business Plans completed identifying £2m savings	Establish ADMs by 1st April	£2m

	Organisational Change	from 2017/18	2017	
The number of services sustained through delivery via alternative models		5 services in 3 ADMs from 2017/18	Establish ADMs by 1st April 2017	5 services

5. Empower communities to run and manage facilities in their locality through Community Asset Transfers (CATs).

Achievement will be measured through:

- Monitoring the number of public assets safely transferred to the community
- Monitoring community benefits delivered by Community Asset Transfers

Quarterly summary progress monitoring:

- Monitoring community benefits delivered by Community Asset Transfers based on the 8 Community Benefit Agreements drafted in 2015/16

Achievement Measures	Lead Officer	2015/16 Baseline Data	2016/17 Target	2017/18 Aspirational Target
The number of public assets transferred to the community	Chief Officers – Organisational Change	8 transferred or in legal completion	15 transferred or in legal completion	15 transferred or in legal completion

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services

Achievement will be measured through:

- Monitoring the achievements of the Armed Forces Covenant Action Plan

Quarterly summary progress monitoring:

- Monitoring the achievements of the Armed Forces Covenant Action Plan