

ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Monday 27 th November 2017
Report Subject	Community Resilience and Community Benefits Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officers Organisational Change
Type of Report	Operational

EXECUTIVE SUMMARY

A key priority of the Council Plan is 'A Connected Council' with a sub priority being 'Resilient Communities'. The Flintshire Public Services Board has developed a priority around 'Resilient Communities'. This report provides a brief overview of the work being done in this area building on previous work to grow the social sector through social enterprise development including Community Asset Transfers and Alternative Delivery Models. Provided at Appendix A is a draft plan for the work of the Flintshire Public Services Board.

The report also details Community Benefits Strategy (see Appendix 1) recently approved in draft by Cabinet. This strategy defines for the first time a set of community benefits that can be used in all types of procurement contracts but can also be used to assess the level of community benefit an organisation is delivering. The aim now is to launch this strategy as a Council, engage with the private and social sectors about use of this strategy, and engage with Public Service Board about all public sector partners in Flintshire signing up to the elements of the strategy that they are able to implement.

RECOMMENDATIONS

1	To make comment on and support the overall approach to developing Community Resilience.
2.	To make comment on the draft Community Benefits Strategy and the approach to implementation of this strategy.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	<p>For the last three years much work has been undertaken to grow the social sector through Social Enterprise Development, Community Asset Transfers and Alternative Delivery Models. This has resulted in a growth in size in the social sector which is a key requirement if communities are going to be able to be more resilient and solve their own problems. It means that communities have more organisations and individuals to go to for support. A key element of this growth has been to develop social enterprises that are of a significant scale and can support the development of other social enterprises e.g. Aura Leisure and Libraries, Cambrian Aquatics, Holywell Leisure Centre.</p>
1.02	<p>In summary 24 social enterprises / social organisations operating within Flintshire over the last year were the beneficiaries of Council support to help their development including the following:</p> <ul style="list-style-type: none">• Holywell Leisure Centre• Toe to Toe• Connah's Quay Nomads• Buckley Boxing Club• RainbowBiz• West Flintshire Community Enterprises• Flintshire Counselling CIC• Mold Rugby Club• The Clocktower• Beyond the Boundaries CIC• Emotional Learning Foundation CIC• Amser Babi Cymraeg• BREW• Parkfields community Centre• Neighbourhood Economics• Art and Soul Tribe CIC• Cambria Band CIC <p>This work along with the Community Asset Transfer programme has resulted in the following assets being transferred to (or being in the last stages of transfer to) social enterprises / community organisations:</p> <ul style="list-style-type: none">• Mynydd Isa community centre and library (Café Isa);• Bistre Youth and Community Centre;• Connahs Quay Swimming Pool (Cambrian Aquatics)• Connahs Quay Youth Club;• Connahs Quay Allotments (Mill Lane);• Connahs Quay Scouts Building;• Connahs Quay Cricket Club;• Former Registrar's Office, Holywell;• Greenfield Bowling Club;• Gwernaffield Village Hall,• Hope Library;

	<ul style="list-style-type: none"> • Holywell library (Toe to Toe); • Holywell Leisure Centre • Mancot Library; • Maes Pennant Playing Field, Mostyn; • Mold RFC; • Mosytn Bowling Club, • Scout Groups, various; • Trelogan Community Centre. <p>The results of this work both developing organisations and enabling them to take on assets and services results in a stronger social sector working at a community level. For the first time this year there was a significant social enterprise presence at the Flintshire Business Awards with a number of social enterprises being applicants for Business Awards.</p>
1.03	<p>With an increase in the number and size of organisations in the social sector it enables future work to build on this stronger social sector base and for the sector to be recognised as valuable and business like. It also encourages a raised awareness across the public, private and social sectors about the delivery of social objectives or community benefits.</p>
1.04	<p>There are a range of other projects and programmes that are building on the good initial work to maximise increases in community resilience and that grow the social sector. A number of key initiatives that are supported by the work of the Public Services Board include:</p> <p>(1) Social Prescribing Programme – To be launched in October with the aim of signposting people with health issues to community or activity base interventions rather than health treatment.</p> <p>(2) Area Based Work – Revision of Communities First and work in areas such as Flint, Shotton and the Holway which are all now aimed at leaving skills in communities rather than solving problems for people. The food poverty work in Flint aims to leave people with the skills and resources to cook nutritional meals.</p> <p>(3) Anti Poverty Work – A more focussed approach from this partnership supporting the development of digital skills, financial skills and enabling people to cope with in work and out of work poverty.</p> <p>(4) Philanthropy and Corporate and Social Responsibility (CSR) – Bringing together the private and social sectors to talk about how private sector organisations through their CSR might support the development of the social sector and community benefits.</p> <p>(5) Community Shares – The issuing of shares by social organisations to help fund raise and create ownership of assets and services at a community level. This approach is being considered by a number of organisations.</p> <p>A more detail action plan for the work of the Public Services Board is provided at Appendix A.</p>

1.05

Attached at Appendix B is a draft Community Benefits Strategy that for the first time provides a policy for, and ways of using, the following community benefits that are proposed as the priority community benefits that Flintshire wants to see delivered.

Economic

I. Targeted recruitment

- Providing shared apprenticeship opportunities using our Apprenticeship Academy;
- Creating job opportunities for unemployed people from Flintshire's Community First areas;
- Providing work placements and training opportunities to local unemployed people, to help them gain work experience to aid their job search;
- Providing work experience to students to help them make career choices.

II. Supporting procuring from Flintshire based businesses (where possible) to provide goods and services in the delivery of the contract;

Environmental, health and social

III. Working with schools and colleges to contribute to their curriculum and help to promote a socially inclusive society;

IV. Where deemed appropriate, small community-focused contributions can be made including actual resources such as staff time to provide assistance / support to local community groups. This would be administered through the Economy and Regeneration team to ensure appropriate use.

V. Provide a financial sum (where appropriate) or equivalent non-financial benefit to deliver the strategic priorities as identified by Flintshire Council including but not exclusively:

- Housing quality and renewable technologies as part of any new build development;
- Housing energy measures which will address fuel poverty;
- Promoting energy efficiencies and environmental awareness with tenants;
- Delivery of environmental initiatives including:
 - micro-energy generation;
 - reduced waste to landfill;
 - recycling of eligible materials;
 - reduced water consumption; and
 - managing business mileage.

VI. Reductions in demand for public services including health and social care and community safety by:

- increasing the people supported to live independently;

	<ul style="list-style-type: none"> • reducing permanent admissions to residential or nursing care; • reducing avoidable hospital admissions; and • reducing anti-social behaviour and crime. <p>VII. Increasing the impact of volunteers in delivering public and community services by:</p> <ul style="list-style-type: none"> • increasing the number of new volunteers; • increasing the number of volunteers placed with community groups; and • increasing the number of young volunteers <p>VIII. Increasing the impact of community businesses in delivering public and community services by:</p> <ul style="list-style-type: none"> • increasing the number of new community businesses established; • increasing the number of constituted groups developing into community businesses; and • increasing the number of community assets sustained. <p>Implementing this strategy will enable the Council to maximise community benefit delivery across contracts and services and work with other public sector partners and the social and private sectors to maximise their delivery of community benefits.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	Financial Implications No additional implications.
2.02	Human Resource Implications No additional implications.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultations have been undertaken as part of both the development of the Council Plan and the development of the Public Service Board priorities.

4.00	RISK MANAGEMENT
4.01	Key Risks and Mitigation

	<p>(1) The lack of strength of the social sector to be seen as credible and business like – continued support and development with business support and Community Asset Transfer work.</p> <p>(2) The lack of buy in by public sector partners – continued development of this work through the Public Services Board.</p> <p>(3) The lack of ownership by the private sector – engagement with the sector on the Community Benefits Strategy and Philanthropy and CSR work.</p>
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5.00	APPENDICES
5.01	Appendix A – Public Services Board Draft plan for Resilient Communities
5.02	Appendix B – Community Benefits Strategy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None</p> <p>Contact Officers: Ian Bancroft / Neal Cockerton Telephone: 01352 704511 E-mail: ian.bancroft@flintshire.gov.uk / neal.cockerton@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Community Asset Transfer – The transfer of a building to a community organisation with a 27 year lease and peppercorn rent.
7.02	Social Enterprise – An organisation that has social objectives and uses any profit made for delivery of these social objectives.
7.03	Corporate and Social Responsibility – Part of the private sectors approach to governance that often results in the delivery of social outcomes and community benefits.