

<b>Meeting</b>	<b>Bath and North East Somerset Local Strategic Partnership Board (Private Meeting)</b>
<b>Date</b>	<b>Thursday, 17th November, 2011</b>
<b>Time</b>	<b>2.00 - 4.00 pm</b>
<b>Venue</b>	<b>Floor 3 Lewis House - Room 1 - Manvers Street, Bath</b>

## Attendees

<b>Chair</b>	<b>Representing</b>
Councillor Paul Crossley	Bath & North East Somerset Council

<b>Members</b>	<b>Representing</b>
John Bader	Somer Community Housing Trust
Ian Bell	Representing the Business Sector
Ros Brooke	B&NES Primary Care Trust
Councillor John Bull	Bath & North East Somerset Council
Peter Duppa-Miller OBE	Representing Local Communities
Councillor Francine Haeberling	Bath & North East Somerset Council
Chris Head	Representing the Voluntary & Community Sector
Amanda Phillips	Bath & North East Somerset PCT
Dave Salmon	Avon Fire & Rescue
Anne Slade	Police Authority
Geoff Spicer	Avon and Somerset Police
Roger Thomas	Somer Community Housing Trust

<b>In Attendance</b>	<b>Representing</b>
Helen Edelstyn	Bath & North East Somerset Council
John Everitt	Bath & North East Somerset Council
Steve Harman	Bath & North East Somerset Council
David Trethewey	Bath & North East Somerset Council
Andrea Wolfenden	Bath & North East Somerset Council

<b>Advance Apologies Received.</b>	<b>Representing</b>
Janice Fortune	Representing the Voluntary & Community Sector

## Agenda

	<b>Subject</b>	<b>Lead</b>	<b>Time</b>
<b>1.</b>	<b>Introductions and apologies for absence</b>	Cllr Paul Crossley	5
<b>2.</b>	<b>Declarations of interest</b>	Cllr Paul Crossley	
<b>3.</b>	<b>Notes of the previous meeting (Pages 3 - 6)</b>	Cllr Paul Crossley	5

	<ul style="list-style-type: none"> <li>• <b>Covers:</b> (1) Actions Outstanding (2) Minutes from the previous meeting</li> <li>• <b>Background material:</b> <u>(1) Minutes of 23rd March</u></li> <li>• <b>Desired outcomes:</b> LSP Board's <b>(1)</b> Agreement on minutes <b>(2)</b> Understanding of action item status</li> </ul>		
4.	<b>Strategy &amp; Policy - Future Partnership Development</b> (Pages 7 - 12) <ul style="list-style-type: none"> <li>• <b>Covers:</b> (1) The proposal for a new partnership model for Bath and North East Somerset (B&amp;NES)</li> <li>• <b>Background material:</b> <u>(1) Agenda Item 4 (Partnership Review)</u></li> <li>• <b>Desired outcomes:</b> LSP Board <b>(1)</b> To comment on the revised B&amp;NES partnership model</li> </ul>	David Trethewey	30
5.	<b>Governance, Other Business &amp; LSP Board Requests - Performance Reward Programme: Main Fund</b> (Pages 13 - 28) <ul style="list-style-type: none"> <li>• <b>Covers:</b> (1) Proposed approach to the programme and (2) Outline of 'Community Hub' approach</li> <li>• <b>Background material:</b> <u>(1) Agenda Item 5 (Performance Reward Programme: Main Fund)</u></li> <li>• <b>Desired outcomes:</b> LSP Board <b>(1)</b> To note the progress made on the PRG Main Fund <b>(2)</b> Agree the funding allocations set out in Paragraph 3 of the document, which will build on the specifications set out in Appendix 1 <b>(3)</b> To recommend to the Council Cabinet accordingly</li> </ul>	David Trethewey	45
6.	<b>Performance &amp; Risk Management - BCE Verbal Update</b> <ul style="list-style-type: none"> <li>• <b>Covers:</b> Update on the status of BCE</li> <li>• <b>Background material:</b> None</li> <li>• <b>Desired outcomes:</b> LSB Board <b>(1)</b> To note the update</li> </ul>	Jane Wildblood	20
7.	<b>AOB</b>	All	15

**Date of Future Meeting:**

Tuesday, 20 December 2011

Council Chamber - Guildhall, Bath

**E-mail:** [policy\\_partnerships@bathnes.gov.uk](mailto:policy_partnerships@bathnes.gov.uk)

## Bath & North East Somerset LSP Board

**23rd March 2011**

### **DRAFT Meeting Minutes**

#### **Members Present**

Cllr Francine Haeberling (Chair)	Bath & North East Somerset Council
Cllr Paul Crossley	Bath & North East Somerset Council
Cllr John Bull	Bath & North East Somerset Council
Gary Davies	Avon & Somerset Police
Dave Salmon	Avon & Somerset Fire & Rescue
Angela Gascoigne	Somer Community Housing Trust
Janice Fortune	Representing the Voluntary & Community Sector
Peter Duppa-Miller OBE	Representing Local Communities

#### **In attendance**

Tony Crouch	Chair of the Stronger Communities Delivery Partnership (Agenda Item 7)
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#### **Officers in attendance**

David Trethewey (DTy)	Divisional Director, Policy & Partnerships
Helen Edelstyn (HE)	Strategy & Plan Manager, Policy & Partnerships
Luke Byron-Davies	Partnership Development Officer, Policy & Partnerships
Susan Bowen	Funding & Programmes Manager, Policy & Partnerships
Andy Thomas	Group Manager Partnership Delivery

### **1. Actions arising from 23<sup>rd</sup> March Meeting**

No	Action	Resp.	Target	Status
50	Individual meetings to be held with LSP Board members to develop the future of the Partnership	HE DTy	July	Agenda Item X

### **2. Actions outstanding from previous meetings**

No	Action	Resp.	Target	Status
None.				

### **3. Introductions and Apologies for absence**

Apologies were given by the following:

John Everitt	Bath & North East Somerset Council
Janet Rowse	NHS Bath & North East Somerset
Chris Head	Representing the Voluntary & Community Sector
Ian Bell	Representing the Business Sector
Janet Rowse	Primary Care Trust
Anne Slade	Police Authority
Ros Brooke	Bath & North East Somerset NHS Board Member

### **4. Declarations of Interest**

There were no declarations of interest.

### **5. Note of the meeting of 14<sup>th</sup> December**

The detailed note of the meeting held on 14<sup>th</sup> December 2010 was agreed as a correct record.

There were no additions to the Forward Plan.

## **Strategy & Policy**

### **4. Refreshing the Sustainable Community Strategy and a review of the Local Strategic Partnership Framework**

A discussion and presentation on national and local change that will have an impact on the LSP and the way it works. Housing was raised as a key issue that needs to be added in our Partnership approaches.

A commitment was made to continue to work with LSP member organisations to review and update LSP priorities, the Sustainable Community Strategy and the LSP partnership framework.

Organisations within the LSP will have to increasingly engage the public, as power in many instances is now being devolved to communities. Communities can include communities of place and interest.

There is an opportunity for the LSP to be proactive and lead on specific areas of community enablement. The challenge moving forward will be to develop which areas to work on.

### **Action**

**Individual meetings to be held with LSP Board members to develop the future of the Partnership (Action 50)**

### **5. Local Area Agreement Performance Reward Grant Update**

The funding has now been formally confirmed by the Department of Local Government. The only change to previous reports that the Board has received

is the change in the split of revenue / capital funding. The new split is 70% revenue and 30% capital.

The Council (as the accountable body) has decided to align the LAA Performance Reward Funding with other funding streams such as the Ward Councillors' Initiative. This wider funding scheme is to be known as the 'Community Enablement Fund'. The Small Grants Fund has now launched, with significant interest already being generated. It was noted that when submissions for funding are received, all funding streams will be reviewed to maximise all possible external and internal funding streams.

## **Governance, Other Business & LSP Board Requests**

### **6. Theme Partnership Update (1) Responsible Authorities Group (RAG)**

Anti-social behaviour is one of the key areas that the RAG is working towards reducing. Avon & Somerset is one of eight national government pilot sites to develop new ways of dealing with anti-social behaviour. The RAG is working on a three pronged approach to reducing crime (offender, location, victim). First, an 'integrated offender approach', which involves focusing on offenders who are likely to reoffend. secondly, 'local tasking' that uses the available evidence base to reduce crime through such methods as PACTs and thirdly, increasing work with vulnerable people and victims.

PACTs are in general a good system of engagement but some are working better than others. It was agreed that working together in partnership has made this agenda much more tangible than in the past.

### **7. Theme Partnership Update (2) Stronger Communities Delivery Partnership**

The Village Agents scheme is progressing well but there is more work to be done in rural areas. The RE:generate scheme has been a major success for the Delivery Partnership. The RE:generate projects have helped to give an evidence base on ways to engage with communities. The Community @ 67 pilot scheme (Keynsham) is also progressing well.

A key challenge for the Delivery Partnership is developing meaningful relationships with other delivery partnerships within the LSP. Some links for example with Environmental Sustainability Partnership have taken place.

The representation for the Delivery Partnership was noted and it was agreed that a Somer Community Housing representative will attend the next Delivery Partnership meeting.

### **8 LSP Board Dashboard**

It was explained that the new performance review framework is being developed and the old system of LAA based performance no longer being reported.

## 9. AOB

Cllr Haeberling thanked all members for attending and closed the meeting.

The next meeting will take place on Thursday 7<sup>th</sup> July in the Council Chamber, Bath Guildhall.

### ***Actions completed from previous meetings***

(Actions will be shown once, then removed from subsequent minutes)

<b>No</b>	<b>Action</b>	<b>Resp</b>	<b>Target</b>	<b>Status</b>
48	Health and Wellbeing Theme Sponsor to consider if a broader partnership response to excess winter deaths is required	JR	March 2011	Complete
49	Linkages with the Environmental Sustainability Partnership (ESP) and Primary Care Trust to be further developed	Jane Wildblood / RB	March 2011	Complete
39	A project update to be provided on options for the next stage of the Whiteway project	AT	March 2011	Complete

## Title: Partnership Review

<b>What is your request of the LSP Board?</b>	<b>The LSP Board is asked to:</b> 1. Comment on the revised B&NES partnership model
<b>What do you want from the Theme Delivery Partnerships?</b>	To conduct a review of their terms or reference and governance arrangements to ensure an ongoing relevance and contribution to the aims and objectives of the partnership and delivery of the SCS
<b>Background material</b>	<b>Appendix 1:</b> Draft Proposal “Big Society Partnership” for Bath and North East Somerset

## Main report

### Purpose

The purpose of this report is to set out a revised partnership model for Bath and North East Somerset (B&NES). The new partnership model is streamlined, yet continues to provide partners with the space to collaborate and to deliver integrated services; saving valuable resources.

### Why is change needed

New national and local policy, the abolition of Local Area Agreements (LAA) and a tough economic climate means that our local partnerships needs to adapt. In addition local feedback suggests that our LSP Board is struggling to find a place in partnership decision-making, agendas tend to be dominated by information updates, with the recent exception of the Performance Reward Grant (PRG), and there has been limited engagement with the voluntary sector and communities. In contrast our delivery partnerships have supported good partnership working, driving issue based action on local priorities such as the environment, crime and community safety.

The coalition government places less emphasis than the previous government on formalised local partnership arrangements however collaboration and joint working remain a key part of the local agenda. This legislative environment offers us the flexibility to change and develop a new partnership model that works for B&NES. Through the new model we will seek to demonstrate local leadership, better community engagement, joined up services and customer contact, integrated risk management and the coordination of the successful issue based delivery partnerships.

The Duty to prepare a Sustainable Community Strategy (SCS) is being repealed. The new partnership will still need a shared vision and a public commitment to work in partnership to deliver efficient and joined up services. It is proposed that a new SCS is developed that is more community focused. The new SCS will be consistent with the Council’s Corporate Plan and the new Health and Wellbeing Strategy.

### The new partnership model

The new partnership model makes a number of changes, these are:

- Deletes the Local Strategic Partnership (LSP) Board, replacing it with an annual community assembly.

This change reflects feedback on the current Board and seeks to deliver more representative engagement with the community, as well as demonstrate local leadership through an annual community assembly (similar to the Wiltshire model).

The annual community assembly will facilitate active engagement offering a wide variety of people and communities from BME groups and women to rural groups a role in partnership decision-making.

- Creates a “Big Society” Partnership for Bath and North East Somerset

This partnership will be a new departure for B&NES. For the first time, it is proposed that a mechanism be put in place to unlock the potential of the area to deliver community projects outside of traditional public service funding streams and structures. The partnership would bring Council and public services together with other partners who can help to deliver change and support community initiatives. The purpose of the Partnership would be to act as a conduit for the aspirations of local communities to get things done in their area, unblocking “barriers” where possible, brokering solutions (for example by utilising to the wide range of employee volunteering that takes place in our area) and attracting external funding.

A more detailed proposal regarding this Partnership is set out in Appendix One

- Introduction of the Health and Wellbeing Board

Following the Health and Social Care Bill the Partnership Board for Health and Wellbeing will change to the Health and Wellbeing Board (shadow until April 13). This new Board will have greater statutory responsibilities and an increased role across the partnership including the NHS. These new responsibilities and the legislative strength of this Board mean that it will not be responsible to an LSP hierarchy, although will become part of the partnership family.

The Health and Wellbeing Board will produce a Health and Wellbeing Strategy; a draft is expected in April 13. The Strategy is a statutory duty.

- Strengthens the Councils coordination and governance function

The partnership will be reliant on the Council to continue to provide a strong coordination and governance role; developing the partnerships shared vision (in partnership with local and statutory agencies), ensuring the join-up across the partnership family and monitoring delivery against the renewed Sustainable Community Strategy.

The LSP Executive will be deleted and replaced by a Public Services Board that will consist of the key local statutory agencies, including health. This Board will meet quarterly and provide leadership, strong partnership coordination, monitor the governance across the partnership family and monitor delivery against the renewed SCS.

Each delivery partnership will have its own governance arrangements. This will be defined by legislation for example the Health and Wellbeing Board or local partnership agreements. Regardless of the governance arrangements each partnership will be



responsible for delivering aspects of the Sustainable Community Strategy. Over the next few months Council officers will be conducting a review of the delivery partnerships terms of reference and governance arrangements; this will help us understand how each partnership will contribute to delivering the SCS.

- Review of the delivery partnerships

Each delivery partnership will be asked to conduct a review of their purpose (terms or reference) and ensure an ongoing relevance and contribution to the aims and objectives of the partnership and delivery of the SCS. A standard Terms of Reference template will be developed for each delivery partnership ensuring consistency of approach across the partnership family.

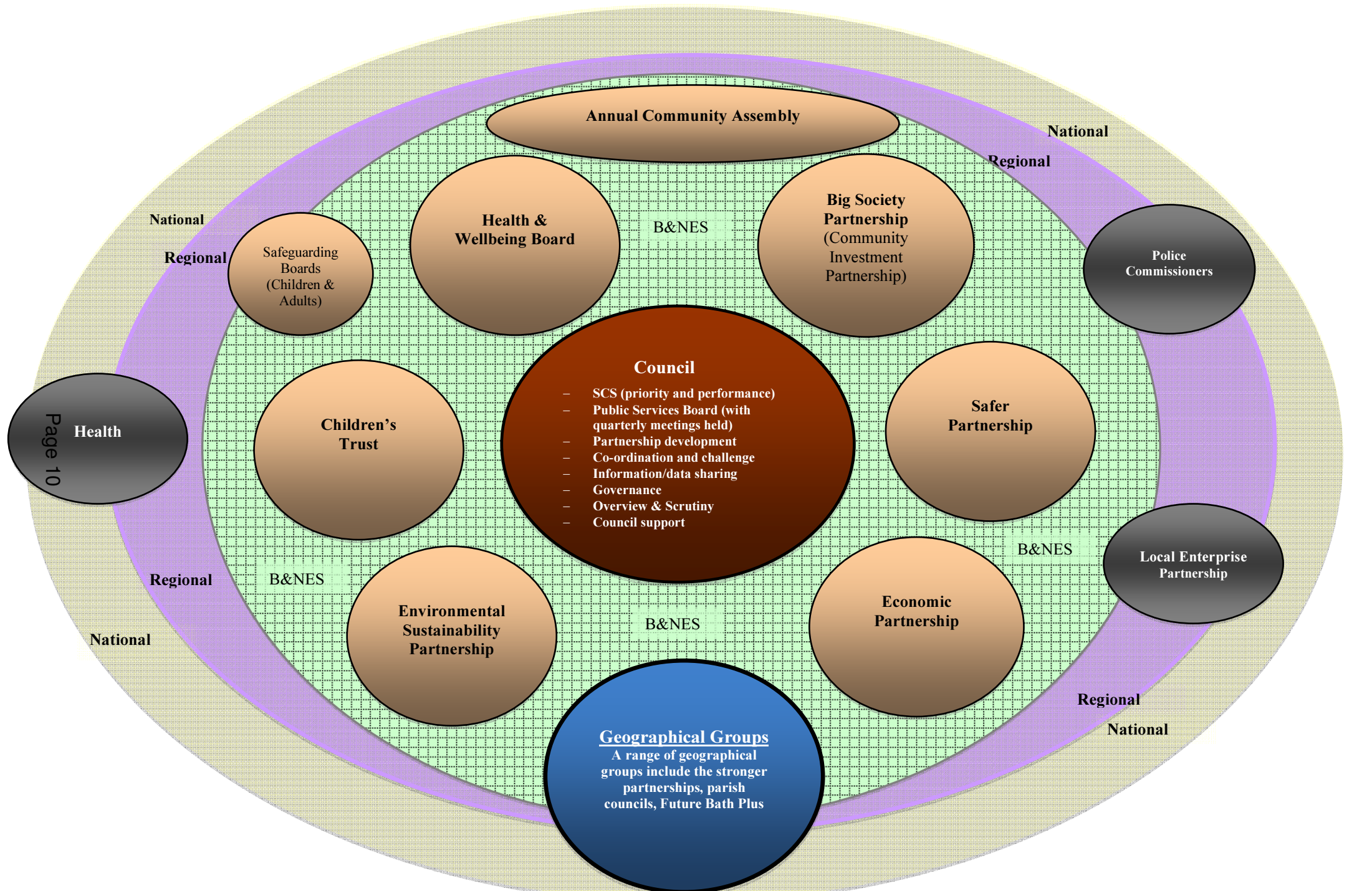
Council Officers will also be seeking to simplify the partnership language making it more accessible and easier to understand externally.

- Local geographical groups

There are a number of local geographical groups from the stronger partnerships to Parish Councils and plans. These groups play a key role in the partnership; ensuring the local voice is heard and acknowledged within the SCS. Over the next few months officers will be conducting a review of the local geographical groups to ensure that there is join-up where appropriate and that each group has appropriate access to partnership discussion and supports decision-making.

### **Decision-making**

Following consultation with LSP Board the new partnership arrangements will go to Cabinet for discussion and decision. We hope to be in a position to implement the new partnership arrangements in April 12.



**Draft Proposal “Big Society Partnership” for Bath and North East Somerset**

**Context**

As financial resources tighten, local communities are increasingly being encouraged to address local issues and find solutions. Bath and North East Somerset is fortunate in having active and involved communities and a great number of projects have resulted locally as a result of this. In addition, the Council and public services have provided support for such projects and to new ways of working. Some examples are attached to this report. The Performance Reward Grant Fund is designed to further embed and sustain the capacity to deliver such initiatives.

However, it is recognised that in order for this “Big Society” approach to become fully embedded in Bath and North East Somerset, more work needs to be done to remove “barriers” to local communities taking the local initiative. In addition, the area will need to access some of the emerging investment streams linked to this new way of working.

**Aims**

The aim of our new Big Society Partnership is proposed to be

**to protect and grow the capacity of Bath and North East Somerset and its communities to meet current and future challenges.**

We will do this by making the most of the opportunities that are presented to us, particularly:

1) Using the area’s leverage to maximise the impact of community and business investment. This community and business (or “not-public sector) investment would include:

- Broad external funding sources available to Bath and North East Somerset e.g. from Government. Trusts, Big Lottery, Big Society Bank, and businesses (both in and outside of the area). This could be set alongside some public service funding, particularly pump-priming funds.
- In-kind contributions, including volunteer time (both locally and from organisations including local employers) and the support of the community- for example developing new roles that strengthening our communities’ resilience to risks such as flood

2) Using the influence of Council and other public service providers to “unlock” issues and potentially remove barriers to local schemes. These bodies would of course retain their legal and policy accountabilities, but would undertake to seek to remove barriers where possible and appropriate.

In particular it will achieve this by

- acting strategically, with a focus on the broad capacity of our area and communities rather than service delivery and commissioning: a key focus will be on attracting additional resources into our area from external funding streams including the Big Society Bank and other new methods of investment
- sponsoring bold, specific projects that deliver its objectives: this will be a mix of cross-area projects that address key capacity issues and localised projects that test new approaches and help communities tackle specific problems

### Method of Operation

Initially, the Partnership will operate through and also co-ordinate the projects arising from the Performance Reward Grant process. Each member organisation of the partnership will bring identified resources to the table. Over time, the intention is that these will be pooled into a Resource Bank which will then be “brokered” to specific projects that meet the Terms of Reference. At minimum the organisation will be expected to bring:

- Volunteering time and access to a developing employee volunteering scheme
- In-kind or other support to assist with managing the process, gaining external funding, etc.

### Membership

The following will be invited to form initial membership of the Board

- Independent Chair
- Council
- Other local public services representation
- Quartet Community Foundation
- Local funders and trusts
- Big Lottery
- Business/employee volunteering
- Volunteering support role

### Resources

Once established, the working capital for the Partnership will be formed from resources remaining from the Community Empowerment Fund. The recent announcement by the Office for Civil Society of the involvement of Southdown Ward in the Community First programme presents an opportunity to move this forward. This is because it is intended that this programme be match funded by contributions and volunteering time.

### **Example Case Studies**

- The Council’s Annual Chairman’s Community Awards celebrate the achievements of local people who have made an exceptional contribution to the local community. Bath and North East Somerset’s volunteers contribute an estimated five million hours of their time each year- valued at £29 million.
- Somer Community Housing Trust staff and students from both universities were some of those who took part in a Council-backed volunteering scheme in June. Projects include dry-stone walling at Keynsham cemetery, painting children's play areas at Oldfield Park and Widcombe. The activities are part of the council's commitment to promote civic pride and celebrate the contribution which volunteers make to their community
- Following pump-priming funding from the Council and PCT, the Village Agents scheme has now been funded by the Lloyds Foundation to continue its work helping rural residents. These are often older residents who are isolated and not already in contact with the Council or other agencies.
- Community @67, a community resource space in the old Post Office at Queens Road Keynsham, has now opened its doors and is offering a range of activities each week for local residents. Community@67 would not have happened without the hard work of a group of dedicated local volunteers, working closely with the Council and other partners.

## Title: Performance Reward Grant: Main Fund

<b>What is your request of the LSP Board?</b>	<b>The LSP Board is asked to:</b> <ol style="list-style-type: none"> <li>1. Note the progress made on the PRG Main Fund</li> <li>2. Agree the funding allocations set out in Paragraph 3, which will build on the specifications set out in APPENDIX 1</li> <li>3. Recommend to the Council Cabinet accordingly</li> </ol>
<b>What do you want from the Theme Delivery Partnerships?</b>	Subject to any discussion on the agenda report relating to future partnership arrangements, it is requested that each of the workstreams identified in Paragraph 3 below be “anchored” within one of the theme partnerships. This would entail monitoring and working closely with projects and ensuring they are accountable and link with the theme’s overall approach.
<b>Background material</b>	<b>Appendix 1: Outline Draft Specifications for Community Hub Specialisms</b> <b>Appendix 2: Key Messages from Workshop and suggested approach</b>

### 1. BACKGROUND

The LSP Board on 23<sup>rd</sup> March received an update on the Performance Reward Grant, which had been achieved through success in meeting indicators contained in the Local Area Agreement. The Board was informed that £1.3m was available- of which £300,000 was earmarked for “small grants” of less than £5000. The £1m “main fund” was to be allocated to schemes that build capacity in the community to support delivery of the Sustainable Community Strategy. The proposed projects will also have to show how they will be sustainable in the long term.

Following this, the LSP Executive has worked to progress this. It has translated the overall aims into an “Outcomes Framework”, designed to guide a commissioning process which reflects in practical terms the overall aim of increasing community capacity. This is set out below:

- A. Creating communities where everyone contributes and everyone takes responsibility
- B. Upskill our communities, workforce, businesses and public services so they are better able to meet the challenges of the future
- C. Reduced carbon emissions by growing our capacity for renewable energy and keeping the benefits local
- D. Involving the community in running and improving spaces that matter to them
- E. Better health and social care through seeking out and listening to consumers’ voices
- F. More help for vulnerable people and communities by working more collaboratively and effectively and empowering service users
- G. Providing the right start-up spaces for business leaders of the future

The LSP Executive agreed to widely publicise this framework and to invite Project Outline Proposals which would help shape and inform detailed specifications for procurement. At the deadline of 30<sup>th</sup> September, 75 POPs had been received, containing proposals for £12m of projects. Details of the POPs submitted can be found here

<http://www.bathnes.gov.uk/communityandliving/fundingcommissioning/performancereward/Pages/projectoutlineproposals.aspx> ,

The approach taken by the LSP Executive has been not to seek to assess individual proposals with a view to funding them as “standalone” projects. Instead, significant efforts have been made to help the originators of POPs work together to strengthen, refine and pool ideas to shape the commissioning process. All POPs were placed on a website and collaboration encouraged. A workshop was held on 23<sup>rd</sup> September to align proposals under the outcomes framework, build collaboration and receive feedback to shape thinking. Appendix 2 sets out the “key messages” from the workshop along with a proposed approach to address them. Key principles included:

- Do less but do it well- avoid the “scatter gun approach”
- Encourage partnership working- “effective collaboration to tackle common themes”
- Build on local expertise and skills

## **2. PROPOSED APPROACH TO THE PROGRAMME: “COMMUNITY HUBS”**

Rather than devise complex specifications, the proposal is for a simple, clear concept for a number of “Community Hubs” to boost long-term capacity whilst delivering specific outcomes. This idea builds on the work of the 23<sup>rd</sup> September workshop through effective joint working and building on local skills.

A Community Hub would have a “specialist” role to build capacity to deliver a specific aspect of the Outcomes framework. However, this specialism would also be used to build wider networks over time, perhaps starting with an initial focus on a particular geographical area. The aim would also be to drive collaboration to ensure that organisations utilise and share their complimentary skills both within and across hubs.

Each Community Hub would therefore be expected to have:

- A single “host” organisation accountable for delivering a Business Plan- including a range of specific projects that deliver the specific specialist outcome
- A clear model for long-run sustainability (eg through a membership model, selling services, etc)
- A series of organisations linked to the “host”– either within a geographical area, thematically, or through a virtual/online mechanism (or a combination of these)
- A clear approach to using community capacity in delivering the relevant outcomes

- A mechanism for ensuring continued strong community support and involvement- for example an inclusive Board , Network or Management Group
- A commitment to Equalities and a clear understanding of the needs of communities which the hub is serving

This “specialist” role would also entail:

- Coordination and delivery of specific projects that deliver the outcome
- Testing new ideas and models which build capacity and collaboration in the area of specialism
- Devising business cases to deliver savings and other improvements relating to the specialist role
- Acting as a centre of excellence for Bath and North East Somerset in the area of specialism, making available expertise and training to others

This “hub” way of working is designed to utilise the “specialist” roles so that they can provide a more generic resource to build community capacity. For example, they might act as a “front-door” for volunteering in particular geographic locations. There is also the opportunity to link the hubs with Customer Access initiatives where this would meet an identified need. In general, it is expected that the Hubs would be based around existing premises and organisations, and that investment will be used to rationalise and increase the accessibility and use of community assets. In some cases, where appropriate, a hub may be “virtual”.

More detailed outline specifications for each of the “specialist” roles proposed to be progressed in Phase One are set out in more detail in Appendix 1.

### 3. THE PROPOSAL

There are two exceptions proposed to the “Community Hub” approach:

- It is proposed that – given that the POP process identified a number of “standalone” proposals under **Outcome D** (for which a “hub” procurement may not be appropriate)– a sum be allocated for Phase 2 specifically to support asset transfer, where this delivers community and service benefits. Further work is required on how this funding might best be used and allocated.
- It is proposed that a sum be allocated to support **Outcome E** but that further discussion take place on the exact nature of this, given the emerging work through the Health and Wellbeing Board

The table below sets out the proposed funding allocations for recommendation to the Council’s Cabinet on 7<sup>th</sup> December.

	Outcome	Proposed Procurement	Aim	Phase One funding	Phase Two indicative funding

				<b>allocation</b>	<b>allocation</b>
A	Creating communities where everyone contributes and everyone takes responsibility	<b>Big Society Hub</b>	To help create communities where everyone contributes and everyone takes responsibility-	£120,000 (£90,000 revenue, £30,000 capital)	£0
B	Upskill our communities, workforce, businesses and public services so they are better able to meet the challenges of the future	<b>Included under G</b>		£0	£0
C	Reduced carbon emissions by growing our capacity for renewable energy and keeping the benefits local	<b>Low Carbon Hub</b>	To reduce carbon emissions by growing our capacity for renewable energy and keeping the benefits local	£120,000 (revenue)	£200,000 (capital)
D	Involving the community in running and improving spaces that matter to them	<b>Community Assets Fund</b>	Grant fund to support new ways of using community assets- eg working with town and parish councils	£0	£110,000 (£60,000 capital, £50,000 revenue)
E	Better health and social care through seeking out and listening to consumers' voices	Tbd		£50,000 (£40,000 revenue, £10,000 capital)	
F	More help for vulnerable people and communities by working more collaboratively	<b>Empowering Communities Hub</b>	To help vulnerable people and communities by working more	200,000 (£150,000 revenue £50,000 capital)	£0



	and effectively and empowering service users		collaboratively		
G	Providing the right start-up spaces for business leaders of the future	<b>Enterprise Hub</b>	To provide start-up spaces for business and raise skill levels	£200,000 (£150,000 capital, £50,000 revenue)	£0

The Reward Grant Main Fund allocation allows for a 50-50 indicative split between capital and revenue in this planning stage. The scheme is designed to run over two financial years.

Work towards procurement of Round One would begin following decision by Cabinet on December 7<sup>th</sup> on the framework and funding allocations. For each funding allocation, the Council's Contract Standing Orders will apply. As appropriate, further work will be undertaken either to prepare full tender documentation or to proceed immediately to direct procurement. Some considerations point to the need for urgency, in particular the impact of Feed-In Tarrifs on the outcome relating to community energy.

#### **4..BENEFITS AND RISKS OF THIS APPROACH**

Benefits to be realised from this approach include:

- Bringing together a range of organisations into effective collaborative groups to improve joint working and impact, including developing the scale needed to attract external funding
- A potential for a strong locality focus where appropriate to engage communities "on the ground"
- The encouragement of specialist knowledge and sharing of information through networks
- Maximising the use of existing investment in current organisations, buildings and facilities.

The risks include:

- Issues of geographical coverage – either overlap or "gaps"
- Not meeting identified needs

Benefits can best be realised and risk mitigated by:

- Linking hubs together through web-based and other systems
- Ensuring the work is complementary with the Customer Access Programme: in some cases, however, this Programme has identified that access to services might be improved by self-service or other methods rather than operating through physical buildings. Again, this will depend on identified need
- Ensuring clear business plans and deliverables are presented and agreed on before final funding is released

<b>APPENDIX 1: Outline Draft Specifications for Community Hub Specialisms. These are the specialist requirements in addition to the core considerations set out in Paragraph 2</b> <b>NOTE:</b> The funding proposals have been designed to reflect best intelligence about costs for both the creation of “core hubs” and of specialist work. These allocations represent a maximum amount under each tender for that phase. Evaluation criteria will assess value for money and it is expected that other key weightings will include community involvement and plans for sustainable delivery. In addition, the Equality Act 2010 is a key consideration in terms of the equalities profile of service users of the Hubs					
	<b>Outcome/Specialism</b>	<b>Community Hub Specialism Specification – Initial Outline</b>	<b>Rationale</b>	<b>Funding Allocation Phase One</b>	<b>Funding Allocation Phase 2</b>
<b>A</b>	Creating communities where everyone contributes and everyone takes responsibility	<p><b>The overall aim is to provide a centre of excellence to promote effective social action and the Big Society in Bath and North East Somerset. To achieve this the specification is likely to include:</b></p> <ul style="list-style-type: none"> <li>• Delivery of specific, relevant projects, such as volunteering brokerage, timebanking, social enterprise support</li> <li>• An accessible, well-publicised, “front door”. It is expected that this would be in a physical location, making the maximum use of current assets in the community. This could also potentially be through a “virtual” environment such as a website but there would need to be a means of working through “face to face” contact where needed</li> <li>• An effective network of linkages</li> </ul>	Some elements of this are included within the other hubs but there is a clear potential to invest in one or more hubs which have a fuller remit relating to the “Big Society”, volunteering and community involvement.	<b>PROPOSE</b> <b>£90,000</b> <b>revenue</b> <b>£30,000</b> <b>capital</b>	<b>£0</b>

		<p>with other organisations, either on a geographic or thematic basis</p> <ul style="list-style-type: none"> <li>• Capacity and skill to refer on to other areas of specialist support as required and/or to other agencies in an effective way</li> <li>• Capacity to deliver Equality Act 2010 outcomes and the Council's Equalities policies</li> <li>• A clear community-based outreach service or services which will energise and empower local communities and encourage active involvement. It should allow people to come together in groups, around issues that are important to them and act as a catalyst for people to take action</li> <li>• A point of contact for local businesses and employers for social investment and employee volunteering</li> <li>• Clarity about the specific needs and population of the local community which the Hub is designed to serve and proposals for meeting these needs</li> <li>• Potentially, provision of signposting and "first stop"</li> </ul>			
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		<p>services relating to delivery of the Customer Access Strategy or a “base” for other services that could operate from hub premises</p> <ul style="list-style-type: none"> <li>• A mechanism for ensuring continued strong community support and involvement</li> </ul>			
<b>B</b>	Upskill our communities, workforce, businesses and public services so they are better able to meet the challenges of the future	Suggest this is delivered through G below			
<b>C</b>	Reduced carbon emissions by growing our capacity for renewable energy and keeping the benefits local	<p><b>PRIMARY REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>• Direct delivery of renewable energy projects across the district</li> <li>• Facilitation of renewable energy projects by other groups in the district</li> <li>• Contribution to achievement of Core Strategy renewable energy targets</li> <li>• Contribution to achievement of Sustainable Community Strategy carbon target</li> <li>• Retention of benefits within the district</li> <li>• Increasing capacity in the community through joint working</li> </ul> <p><b>SECONDARY REQUIREMENTS</b></p> <ul style="list-style-type: none"> <li>• Harnessing local skills and</li> </ul>	There is a clear risk if this outcome is not moved to immediate procurement in relation to availability of government funding. It is therefore recommended to move to immediate procurement based on specification attached at Appendix 1. This is required to enable maximum projects before end March 2012 to get full Feed In Tariff	<b>PROPOSE £120,000 revenue</b>	<p><b>PROPOSE £200,000 capital</b></p> <p>(JW proposes- £200 - £300K (likely to be mostly capital – with perhaps £10-£20K revenue) to sufficient projects to create long-term revenue stream and to develop secondary elements of hub)</p>

		<p>resources</p> <ul style="list-style-type: none"> <li>• Contributing to development of local low carbon economy (ie through creating demand)</li> <li>• Creating opportunities to increase local low carbon skills</li> <li>• Contribution to tackling fuel poverty</li> <li>• Contribution to local Green Deal provision</li> <li>• Inclusion of energy efficiency work over time (ie related to Green Deal)</li> <li>• Use energy installation projects as trigger for wider energy action (eg behaviour campaigns in schools and school communities – building on previous and existing schools' energy work)</li> </ul>			
<b>D</b>	Involving the community in running and improving spaces that matter to them		As these are by definition very distinct projects it may be difficult to specify although some could be included under "core hub" concept. More work is required on Council approach to capital/asset transfer proposals. It is suggested that a fund be allocated to assist with such proposals in collaboration with Town Councils etc	0	<p><b>PROPOSE</b>  <b>£60,000 capital</b>  <b>£50,000 revenue</b></p> <p>)</p>
<b>E</b>	Better health and social	More work is required on this in relation on the basis of the emerging		<b>PROPOSE</b>	

	care through seeking out and listening to consumers' voices	JSNA and Health and Wellbeing Board		£40,000 revenue £10,000 capital	
F	More help for vulnerable people and communities by working more collaboratively and effectively and empowering service users.	<p><b>The overall aim is to create an anchor organisation which can narrow the gap and reduce inequalities in Bath and North East Somerset. To achieve this the specification is likely to include:</b></p> <ul style="list-style-type: none"><li>• Identifying an area or community of focus- either at geographical level or a group with shared needs and common experiences</li><li>• Delivering specific improved outcomes for groups experiencing inter-generational social problems as identified in the JSNA, working with communities</li><li>• Gaining clarity about the requirements of the identified groups over the longer-term and across the full range of services, including underlying causes</li><li>• Focusing and co-ordinating community resources</li><li>• Demonstrating and building on local knowledge and expertise</li></ul>	There is significant scope for a hub based around this specialist role. This could be linked to other initiatives such as the roll-out of Community Budgets for which Bath and North east Somerset is in the next tranche..	<b>PROPOSE</b> <b>£150,000 rev</b> <b>£50,000 capital</b>	

		<ul style="list-style-type: none"> <li>• Leading a project which brings together the full range of services across voluntary, community and public services</li> <li>• Establishing a clear mechanism for the group of people being served to identify their own needs and begin to address them</li> <li>• Working in a partnership model, supporting community led support and engagement</li> <li>• Supporting engagement and wide participation of the community in the community response</li> <li>• Providing a mechanism for identifying improvements over time and where possible to “cash out” benefits</li> <li>• Becoming a centre of excellence for this theme, liaising closely with national initiatives and making maximum potential of new funding streams</li> </ul>			
<b>G</b>	Providing the right start-up spaces for business leaders of the future	<b>The aim is to create a physical space for start ups, microbusinesses and self employed people in creative/digital businesses to locate in Bath. To achieve this</b>	Bath and North East Somerset has the lowest youth employment levels in the West of England and therefore it is proposed that (linked to B) there is an urgency in procuring	<b>PROPOSE £150,000 capital £50,0000 revenue</b>	

		<p><b>the specification is likely to include:</b></p> <ul style="list-style-type: none"> <li>• Strong on-site links to professional and business services support – wrap around support offer, including training, networking, mentoring and signposting</li> <li>• Clear engagement with the Bath Universities, to provide a pathway for graduates starting businesses and access to research opportunities</li> <li>• High speed broadband infrastructure</li> <li>• Contributing to and part of a very strong “Bath” story which also contributes to the economic strength of all communities in Bath &amp; North East Somerset</li> <li>• A strong business plan, demonstrating long term revenue income streams and preferably private sector sponsorship</li> </ul> <p>NOTE: work is also taking place on looking at whether a creative hub is the best way to support that sector. This is due to report in January, and will include an analysis of property options for a hub should this be what the evidence says is needed. The</p>	an “enterprise hub” in the first phase		
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		outcomes from that work to be a more detailed guide for what needs to go into the tender itself.			
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## APPENDIX TWO: Key Messages from Workshop and suggested approach

Key message from the Workshop	Suggested Commissioning Approach
<b>Do less but do it well</b> – a small number of specifications. Feedback included “There is a danger of a scatter gun approach where lots of projects are not properly funded.”	It is suggested that tender specifications be drawn up based on the outcomes framework (see Appendix 1) rather than proceed to fund individual projects
<b>Common themes not project ideas</b> - Particular POPs should not be “cherry picked.” Feedback included “there should be effective collaboration to tackle common themes and issues.”	As above- the tender specifications should encourage maximum collaboration between organisations
<b>Focus on identified need</b> - Many of the working groups on the day reiterated the importance of addressing identified needs “spend the money on need.”	The tender specifications will highlight the evidence base for the specialist areas that need to be addressed.
<b>Flexibility on the outcomes framework</b> Some flexibility is needed. Feedback included “There is the potential that some sectors / issues might be overlooked by focusing on these outcomes”	It is proposed that Outcomes B and G be merged. In addition, the concept of community hubs provides flexibility for tenderers to bring forward a wide range of proposals.
<b>Community hubs</b> - The strongest support, across outcome groups and a majority of participants, was for the idea of “community hubs.” However it is clear that from the POPs, there are currently different definitions of what a Hub is and should provide and further work will be required.	It is proposed that the tender specification process be built around the concept of creating “Community Hubs” which will build long-term capacity locally as well as build more specialist areas of expertise which can be shared across the area
<b>Partnership Working</b> - This fund should be used to promote and incentivise “true” partnership working. Feedback on this stated that groups and POPs must work together to maximise impact.	The Community Hub concept provides a way of bringing together a number of groups and initiatives to generate partnership working on both a locality and “theme” basis
<b>Recognition of local expertise</b> – Again many groups reported the need for “local delivery” with “local expertise” and there were fears that the tendering process might mean “parachuting in national organisations”. This could be taken into consideration in weighting / criteria at the later stage of tender assessment (see below.)	Where appropriate, tender specifications will include weightings based on need and also the strength of local expertise and community links
<b>Recognition that “new and innovative” isn’t always what’s needed</b> – there is existing good practice to build on and activity should depend on need	Where appropriate, weightings should ensure utilisation to the full existing community assets and organisations and deliver opportunities to make savings / avoid duplication.



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