

Title: Performance Reward Grant: Main Fund

What is your request of the LSP Board?	The LSP Board is asked to: <ol style="list-style-type: none">1. Note the progress made on the PRG Main Fund2. Agree the funding allocations set out in Paragraph 3, which will build on the specifications set out in APPENDIX 13. Recommend to the Council Cabinet accordingly
What do you want from the Theme Delivery Partnerships?	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.
Background material	Appendix 1: Outline Draft Specifications for Community Hub Specialisms Appendix 2: Key Messages from Workshop and suggested approach

1. BACKGROUND

The LSP Board on 23rd 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 30th 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 23rd 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 23rd 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 7th December.

	Outcome	Proposed Procurement	Aim	Phase One funding	Phase Two indicative funding

				allocation	allocation
A	Creating communities where everyone contributes and everyone takes responsibility	Big Society Hub	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	Included under G		£0	£0
C	Reduced carbon emissions by growing our capacity for renewable energy and keeping the benefits local	Low Carbon Hub	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	Community Assets Fund	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	Empowering Communities Hub	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	Enterprise Hub	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 7th 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

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

NOTE: 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

	Outcome/Specialism	Community Hub Specialism Specification – Initial Outline	Rationale	Funding Allocation Phase One	Funding Allocation Phase 2
A	Creating communities where everyone contributes and everyone takes responsibility	<p>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:</p> <ul style="list-style-type: none"> • Delivery of specific, relevant projects, such as volunteering brokerage, timebanking, social enterprise support • 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 • An effective network of linkages 	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.	PROPOSE £90,000 revenue £30,000 capital	£0

		<p>with other organisations, either on a geographic or thematic basis</p> <ul style="list-style-type: none"> • Capacity and skill to refer on to other areas of specialist support as required and/or to other agencies in an effective way • Capacity to deliver Equality Act 2010 outcomes and the Council's Equalities policies • 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 • A point of contact for local businesses and employers for social investment and employee volunteering • Clarity about the specific needs and population of the local community which the Hub is designed to serve and proposals for meeting these needs • Potentially, provision of signposting and "first stop" 			
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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"> • A mechanism for ensuring continued strong community support and involvement 			
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			
C	Reduced carbon emissions by growing our capacity for renewable energy and keeping the benefits local	<p>PRIMARY REQUIREMENTS</p> <ul style="list-style-type: none"> • Direct delivery of renewable energy projects across the district • Facilitation of renewable energy projects by other groups in the district • Contribution to achievement of Core Strategy renewable energy targets • Contribution to achievement of Sustainable Community Strategy carbon target • Retention of benefits within the district • Increasing capacity in the community through joint working <p>SECONDARY REQUIREMENTS</p> <ul style="list-style-type: none"> • Harnessing local skills and 	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	PROPOSE £120,000 revenue	<p>PROPOSE £200,000 capital</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"> • Contributing to development of local low carbon economy (ie through creating demand) • Creating opportunities to increase local low carbon skills • Contribution to tackling fuel poverty • Contribution to local Green Deal provision • Inclusion of energy efficiency work over time (ie related to Green Deal) • 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) 			
D	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>PROPOSE £60,000 capital £50,000 revenue</p> <p>)</p>
E	Better health and social	More work is required on this in relation on the basis of the emerging		PROPOSE	

	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.	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: <ul style="list-style-type: none"> • Identifying an area or community of focus- either at geographical level or a group with shared needs and common experiences • Delivering specific improved outcomes for groups experiencing inter-generational social problems as identified in the JSNA, working with communities • Gaining clarity about the requirements of the identified groups over the longer-term and across the full range of services, including underlying causes • Focusing and co-ordinating community resources • Demonstrating and building on local knowledge and expertise 	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..	PROPOSE £150,000 rev £50,000 capital	

		<ul style="list-style-type: none"> • Leading a project which brings together the full range of services across voluntary, community and public services • Establishing a clear mechanism for the group of people being served to identify their own needs and begin to address them • Working in a partnership model, supporting community led support and engagement • Supporting engagement and wide participation of the community in the community response • Providing a mechanism for identifying improvements over time and where possible to “cash out” benefits • Becoming a centre of excellence for this theme, liaising closely with national initiatives and making maximum potential of new funding streams 			
G	Providing the right start-up spaces for business leaders of the future	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	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	PROPOSE £150,000 capital £50,0000 revenue	

		<p>the specification is likely to include:</p> <ul style="list-style-type: none"> • Strong on-site links to professional and business services support – wrap around support offer, including training, networking, mentoring and signposting • Clear engagement with the Bath Universities, to provide a pathway for graduates starting businesses and access to research opportunities • High speed broadband infrastructure • Contributing to and part of a very strong “Bath” story which also contributes to the economic strength of all communities in Bath & North East Somerset • A strong business plan, demonstrating long term revenue income streams and preferably private sector sponsorship <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>	<p>an “enterprise hub” in the first phase</p>		
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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
Do less but do it well – 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
Common themes not project ideas - 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
Focus on identified need - 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.
Flexibility on the outcomes framework 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.
Community hubs - 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
Partnership Working - 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
Recognition of local expertise – 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
Recognition that “new and innovative” isn’t always what’s needed – 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.

