

Cabinet

11 December 2018

Report and Recommendations of the Community Capacity Task and Finish Group as Considered by the Communities Overview and Scrutiny Committee

Recommendation

That Cabinet consider the report of the Community Capacity Task and Finish Group and approves the following recommendations:

- 1 That Warwickshire County Council actively encourages its staff through a year long initiative to utilise their skills and knowledge to support their communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities.
- 2 That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others.
- 3 That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities.
- 4 That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case.
- 5 That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff.
- 6 That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing.
- 7 That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the

possible needs of new communities ahead of those developments taking place.

- 8 That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery.
- 9 The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.

1. Report of the Task and Finish Group

- 1.1 On 12 September 2017, the Communities Overview and Scrutiny Committee agreed to set up a working group to explore the level of demand on Third Sector organisations in Warwickshire and how Warwickshire County Council is supporting these organisations. This review was commissioned in response to concerns over the increasing demand on Third Sector organisations alongside declining funding for local services.
- 1.2 The objective of the task and finish review was to assess whether the Third Sector has the right resources, support and infrastructure to help deliver the ambitions of the Community Capacity Programme and the One Organisational Plan (OOP). To make this assessment, the group took account of the support the Third Sector already receives from the County Council and any additional support that the sector may need in order to thrive. In doing this, the Task and Finish group sought to understand:
 - Whether Third Sector organisations supported by WCC are helping to deliver the objectives of the OOP?
 - Whether the support and resource needs of the Third Sector are being met by WCC?
 - Where councillors could be better engaged to strengthen the relationship between Third Sector organisations and WCC?
 - How communities can be encouraged to make better use of their local community assets?
- 1.3 Consideration of the evidence presented resulted in a series of recommendations which it is believed are realistic and deliverable and which do not seek to duplicate or undermine the efforts of others.
- 1.4 The members of the task and finish group were:
 - Councillor Seb Gran (Chair)
 - Councillor Dave Shilton

- Councillor Richard Chattaway (Part of Review)
- Councillor David Reilly (Part of Review)
- Councillor Jerry Roodhouse
- Councillor Caroline Phillips (Part of Review)

1.5 The Group held a number of information gathering sessions drawing on the skills and experience of officers from within Warwickshire County Council as well as from the Third Sector. In addition a number of sources of printed evidence were referenced.

2.0 Consideration by the Communities Overview and Scrutiny Committee

2.1 On 14 November 2018 the review report was presented to the Communities Overview and Scrutiny Committee by the Task and Finish Group Chair, Councillor Seb Gran. (See Appendix A) The Committee welcomed the report and supported all of the recommendations. An extract from the draft minutes of the meeting can be found at Appendix B.

3.0 Financial Implications

3.1 Throughout this review members have been mindful that whilst the group's recommendations can be challenging it must possible to deliver them taking account of budgetary constraints. The recommendations focus as much on working smarter than anything requiring major capital or revenue outlay. Where there are financial considerations then these should be taken account of during the Council's budget setting process.

4.0 Action Planning

4.1 The Task and Finish Group is keen to ensure that its recommendations are implemented where possible. To this end it is expected that following the endorsement of those recommendations by Cabinet an action plan will be prepared.

Background Papers

None

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The report was circulated to the following members prior to publication:

Task and Finish Group members: Councillors Gran, Shilton, Chattaway, Roodhouse, Phillips



Community Capacity Task and Finish Group

“A community is like a ship; everyone should be prepared to take the helm”

Henrik Ibsen

*Working for
Warwickshire*

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Foreword

The basic building blocks of the social fabric of Warwickshire are its communities. Without these there would not be the support and structure that people rely on in their daily lives.

Communities are organic in nature. They grow and evolve over time either by way of a reaction to changing circumstances or as a means of controlling the social, political, physical and economic environment in which they function.

For over one hundred years the County Council has served the communities of Warwickshire. The nature of the support it has afforded them has, like the communities themselves, evolved to meet changing circumstances.

In recent years a reduction in the resources available to the County Council has given it cause to reflect on how best to continue to support communities. The nett result of this has been the identification of ways in which people and communities can be empowered to do more for themselves and a recognition that the end result can in many instances be better than if solutions have been provided for them.

Recognising from the start that communities and the voluntary and public sector already undertake a huge amount of truly successful work this review has sought to establish what the County Council and its partners can do differently to maximise the benefits resulting from its support.

The reader's attention is particularly drawn to the review's recommendations. These are part of a much larger jigsaw but the councillors who have supported this review fully expect that when implemented they will make a difference.

Councillor Seb Gran
Chair of the Task and Finish Group.

1.0 Executive Summary

- 1.1 This report and its recommendations are the result of a series of evidence gathering meetings and the consideration of a body of written material.
- 1.2 The review has sought to answer a series of questions:
- The level of demand on Third Sector organisations in Warwickshire.
 - How the County Council is supporting these organisations?
 - Whether the Third Sector has the right resources to deliver the ambitions of the Community Capacity Programme and One Organisational Plan.
 - Whether the Third Sector is helping to meet the objectives of the One Organisational Plan.
 - Whether Councillors could do more to strengthen the relationship between the Third Sector and WCC.
 - The use of community assets.
- 1.3 The review set out to include Third Sector organisations, performance, funding along with the One Organisational Plan and Community Capacity Programme Vision. It has resulted in the recommendations below.
- 1.4 It is expected that this report will be presented to the Communities Overview and Scrutiny Committee in November 2018
- 1.5 The task and finish group has arrived at the following nine recommendations.

Recommendation 1

That Warwickshire County Council actively encourages its staff through a year long initiative to utilise their skills and knowledge to support their communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities.

Recommendation 2

That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others.

Recommendation 3

That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities.

Recommendation 4

That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case.

Recommendation 5

That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff.

Recommendation 6

That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing.

Recommendation 7

That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the possible needs of new communities ahead of those developments taking place.

Recommendation 8

That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery.

Recommendation 9

The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.

2.0 Introduction

2.1 Purpose and Objectives of the Review

2.2 Warwickshire County Council has for some time recognised that it needs to shift its relationship with the Community and Voluntary Sector to one of a self-sustaining nature. In order to manage down levels of demand, the Public Sector needs to ensure growth of the community and voluntary economy so it is able to support those who can self-help to do so ensuring the most help to those who need it. Community capacity building is necessary to harness the strengths of the community and

voluntary sector (from here on called the Third Sector) so as to work hand in hand with the Council to achieve mutual outcomes.

2.3 The Council deploys significant resource and revenue in the commissioning of services with and through the Third Sector. Significant savings need to be achieved in the commissioning of social care services, particularly Adult Social Care. Streamlined commissioning with Third Sector partners, allied to greater community capacity will ensure that Warwickshire communities can take responsibility for their own futures, reducing demand for public sector provision.

2.4 On 12 September 2017, the Communities Overview and Scrutiny Committee agreed to set up a working group to explore the level of demand on Third Sector organisations in Warwickshire and how Warwickshire County Council (WCC) is supporting these organisations. This review was commissioned in response to concerns over the increasing demand on Third Sector organisations alongside declining funding for local services.

2.5 The objective of the task and finish review has been to assess whether the Third Sector has the right resources, support and infrastructure to help deliver the ambitions of the Community Capacity Programme and the One Organisational Plan (OOP). To make this assessment, the group has taken account of the support the Third Sector already receives from the County Council and any additional support that the sector may need in order to thrive. In doing this, the Task and Finish group sought to understand:

- Whether Third Sector organisations supported by WCC are helping to deliver the objectives of the OOP?
- Whether the support and resource needs of the Third Sector are being met by WCC?
- Where councillors could be better engaged to strengthen the relationship between Third Sector organisations and WCC?
- How communities can be encouraged to make better use of their local community assets?

2.6 Consideration of the evidence presented has resulted in a series of recommendations which it is believed are realistic and deliverable and which do not seek to duplicate or undermine the efforts of others.

2.7 Members and Contributors

2.8 The members of the task and finish group were:

- Councillor Seb Gran (Chair)
- Councillor Dave Shilton
- Councillor Richard Chattaway (Part of Review)
- Councillor David Reilly (Part of Review)
- Councillor Jerry Roodhouse
- Councillor Caroline Phillips (Part of Review)

The Group has been supported by the following officers from Warwickshire County Council:

- Paul Williams - Democratic Services Team Leader
- Phil Evans - Head of Community Services
- Jenny Murray – Localities and Partnerships Manager
- Hannah Cramp – Localities and Partnership Team
- Louise Williams – Group Manager

2.9 Evidence Gathering Process

The Group held a number of information gathering sessions drawing on the skills and experience of officers from within Warwickshire County Council as well as from the Third Sector.

In addition a number of sources of printed evidence were referenced.

2.10 Dates and Timescales

12 September 2017	Resolution of the Communities Overview and Scrutiny Committee to conduct the review.
5 October 2017	Officer meeting to consider initial thoughts on review.
24 November 2017	Scoping meeting with elected members.
21 February 2018	Initial consideration of evidence with officers
25 April 2018	Evidence gathering with: <ul style="list-style-type: none">• Phil Arkell, CEO Warwickshire Vision Support• Maria Fennel, Springfield MIND• Sara Coxall, Stratford Time Bank
25 May 2018	Evidence gathering with <ul style="list-style-type: none">• Rosie Weaver - Chair of Warwickshire and West Midlands Association of Local Councils• John Crossling - Chief Officer of Chair of Warwickshire and West Midlands Association of Local Councils• Elisabeth Uggerlose - Clerk to Bidford Parish Council• Councillor Chris Brannigan - Alcester Town

- Vanessa Lowe - Clerk to Alcester Town Council
- Hannah Cramp – Warwickshire County Council - Asset Based Approaches

16 July 2018

Evidence gathering with

- Paul Tolley- Chief Executive Warwickshire Community and Voluntary Action
- Kate Morrison - Director of Volunteering Warwickshire Community and Voluntary Action
- Phil Robson – Member of the Board of Trustees Warwickshire Community and Voluntary Action

3.0 Contextual Information

3.1 Before setting out the evidence gathered from witnesses it is necessary to consider the context around community capacity and the measures already being put in place by the County Council to assist communities and community groups to address the challenges they are facing. In summary the Third Sector is facing the following challenges.

1. Increased demand for services.
2. The need to evolve to address changes to the services being sought.
3. Reductions in funding from the public sector.
4. Increases in accommodation and travel costs.
5. Reductions in financial reserves.
6. The requirement to keep abreast of legislative changes.
7. Greater performance monitoring and accountability.
8. Greater competition for private sponsorship.
9. The need to attract younger and/or professional people in a support role.
10. The need to employ staff to manage increasing demand and bureaucracy.

The Warwickshire Community and Voluntary Action (CAVA) “State of the Sector” report 2018.

In agreeing the terms of reference to this review the task and finish group requested that it consider the current position regarding the state of the Third Sector within Warwickshire. Each year CAVA produces a “State of the Sector” report which provides the bulk of the information members were seeking. This section provides headline from that report. The full report for 2018 can be found [here](#).

In headline terms CAVA reports the following.

There are nearly 10,000 'Civil Society' organisations making a difference in Warwickshire; over 2,200 of whom are registered charities.

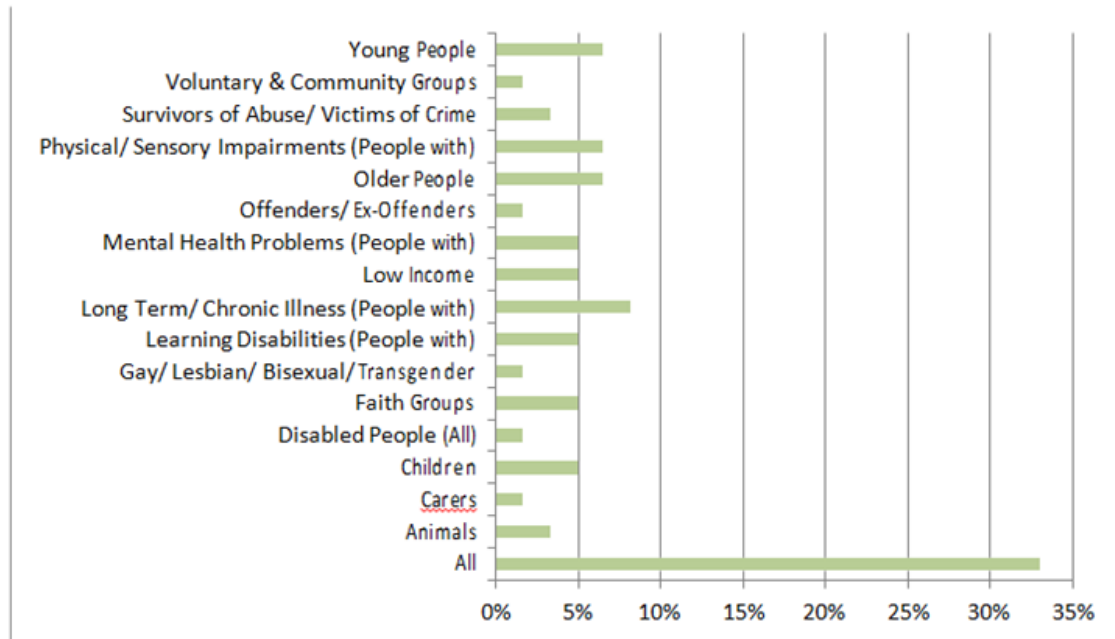
27% of organisations were established before 1970
28% of organisations have reduced their level of free reserves. Organisations now only have an average of 3 months operating costs in reserves (compared to 7 months in 2015/16)
Overall, relationships with the public sector are positive, with 62% having regular dealings and 89% stating that these are mostly beneficial.
Only 8% now feel that their organisations are at risk of closure, compared to 27% in 2015/16.
27% are micro organisations (annual income under £10,000)
There are an estimated 191,000 adults aged 16 and over who are regularly volunteering, giving nearly 91,000 hours each week. This is valued at £80.2 million per annum.
59% of organisations saw their annual income increase in the last year - this is across all sizes of organisation.
64% have reported an increase in demand for their services (this was 44% in 2015/16)

- 3.2 The reader will see that amongst some challenges there are some very pronounced opportunities.
- 3.3 The following sections outline CAVA's key finding based on survey work of Third Sector groups across Warwickshire.

3.4 Third Sector Service Delivery

Across Warwickshire community organisations claim predominantly to serve all people but some are more specific with 8% serving those with long term of chronic illness and 7% each serving young people, older people and those with physical/sensory impairments. Table 1 below provides a breakdown of those served.

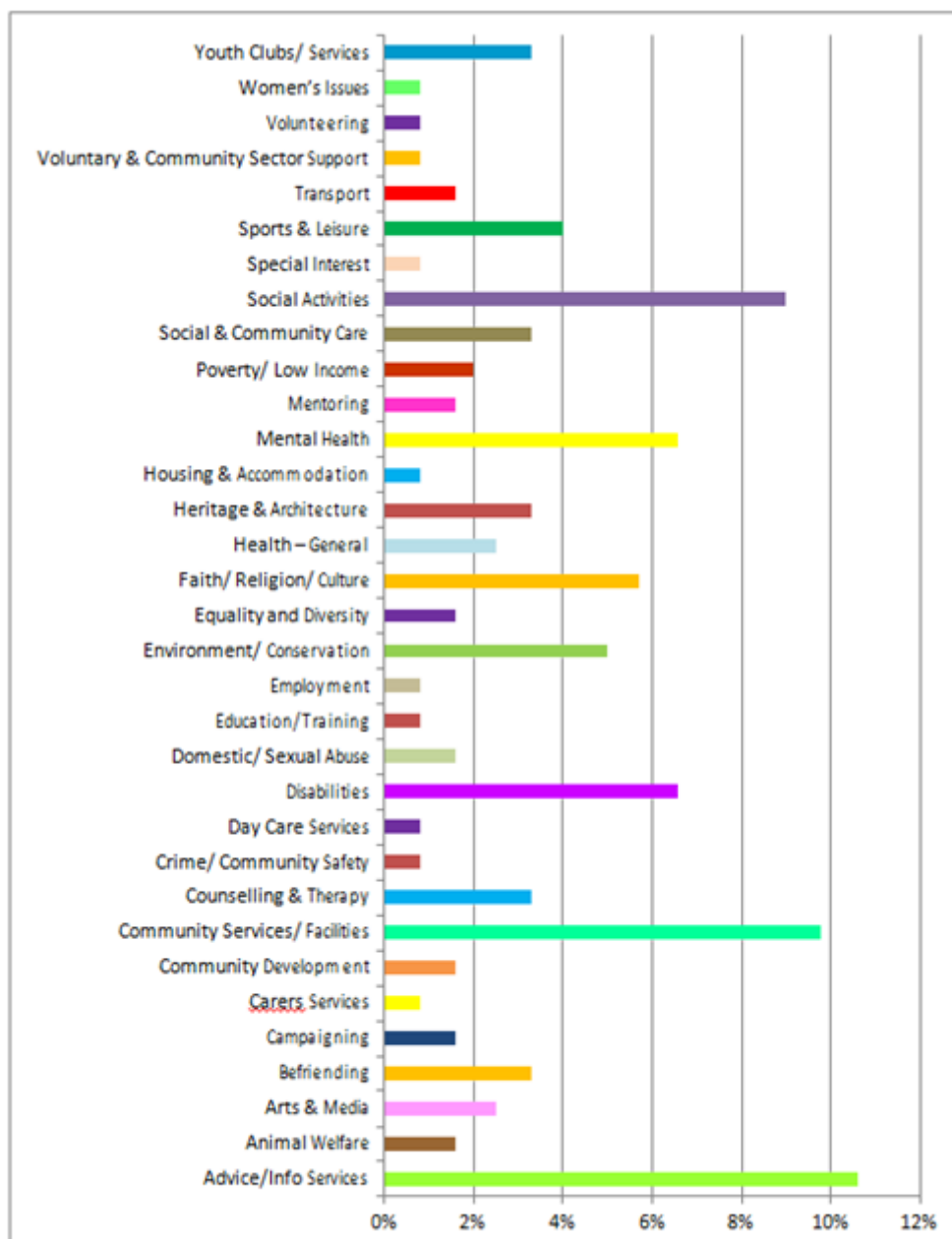
Table 1. % Types of people served by Community Groups



Source: WCAVA – State of the Sector Report 2018

3.5 The Third Sector in Warwickshire is very diverse with a range of themes and priorities addressed. 11% mainly provide advice and information services, 10% run community services or facilities and 9% provide social activities. Table 2 provides a breakdown of the services provided.

Table 2. Breakdown of Services Provided by Community



3.6 It is important to note that 18% of organisations that responded to CAVA's questionnaire stated that services had been established as a direct result of a gap or closure in another service. E.g. the cessation of the WCC LGBT+ youth group.

3.7 There have also been changes in the needs of beneficiaries of support. One organisation has reported that there has been an increase in demand generally but also more complex cases, greater poverty, greater vulnerability, higher numbers living with mental health issues and greater diagnosis of dementia. Another reported an increase in safeguarding issues.

3.8 Finances within the Third Sector

3.9 It is reported that in Warwickshire 90% of charitable income goes to 8% of charities and that only 3% of charitable income goes to locally focussed charities operating at a district or ward level. Table 3 below illustrates this

Table 3 Income and Benefits

Area of benefit	Total annual income	As a percentage	Example organisations*
Local	£10,991,674	3.1%	Stratford Town Trust; Friends of Bodymoor Heath; Mencap
Countywide	£22,275,505	6.3%	Warwickshire Clubs for Young People; Warwickshire Pride; Myton Hospices
National	£320,553,480	90.6%	Guide Dogs; British Blind Sport; Lymph-what-Oedema

*The area of scope of the organisation does not dictate the size and income of the organisation.

3.10 On the positive side 52.5% of organisations have reported an increase in income over the last 12 months. However 28% of organisations have stated that their level of free reserves has decreased. Creating and keeping reserves is becoming increasingly more difficult with organisations going in to reserves to maintain the services they deliver. Table 4 below demonstrates how income, expenditure and reserves vary across types of community group.

Table 4. Income, Expenditure and Reserves

Size of organisation*	Income	Expenditure	Reserves
Large	78% have seen an increase	78% have seen an increase	68% have seen an increase
Medium	65% have seen an increase or stayed the same	65% have seen an increase	65% have seen a decrease or stayed the same
Small	58% have seen an increase	65% have seen an increase	72% have seen a decrease or stayed the same
Micro	82% have seen an increase or stayed the same	59% have stayed the same	53% have stayed the same

* Micro income under £10k per year, Small £10-100k, Medium £100k-£1m, Large £1m+

3.11 Financial pressures come from a range of directions. These are

Increased demand for services	20%
Increased overhead costs	64%
Loss of contract/funding	5%
Reduced grant/income	11%

3.12 Public Sector Funding

3.13 66% of community organisations surveyed have been in receipt of public sector funding over the last year. For most the level of funding has remained the same but 24% of organisations claim it is less. For some the funding has enabled services to be sustained or expanded but for others it has decreased or limited the services. Organisations report that they have to diversify their income streams to cope with increased demand and reductions in public funding.

3.14 The Relationship Between the Third Sector and the Public Sector

3.15 93% of community groups that responded to CAVA's survey state that they have a working relationship with the public sector (eg WCC, district and borough councils, CCGs, police). 13% have reported a worsening of relationships with the public sector and 41% feel it has improved. There is, however, a general appreciation of the pressures facing the public sector.

3.16 Volunteering

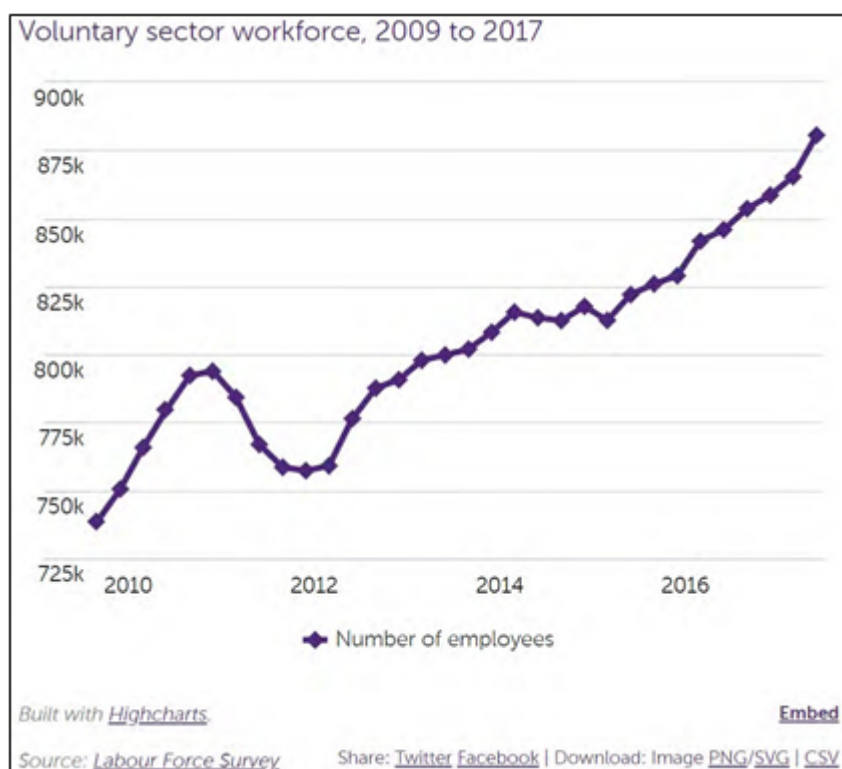
3.17 In 2016/17 11.9 million people nationally volunteered at least once a month. In Warwickshire it is estimated that the annual economic value of volunteering is over £80m. The number of volunteers in Warwickshire is increasing although there are issues regarding the age of volunteers many of who are retired and/or have their own health issues.

3.18 Employees

3.19 In 2017/18 30% of the organisations that responded to CAVA's questionnaire stated that they had seen an increase in employees. This pattern follows a national trend. Having employees can present challenges around management, support and the payment of salaries.

3.20 Table 5 illustrates the national increase in the number of employees in the Third Sector.

Table 5 The Growth in Employees



4.0 Warwickshire County Council's Changing Relationship with Communities

- 4.1 The core of Warwickshire County Council's work with the Third Sector stems from the objectives of the [One Organisation Plan 2020](#) (OOP). The blueprint of the Council's work on community capacity is featured in the programme vision within the OOP. The OOP objective around community capacity states that, "Warwickshire County Council, communities, voluntary sector, district and borough councils, health partners and other public service providers work together in the delivery of high quality, cost effective opportunities with an emphasis on supporting people and communities to create their own solutions. From this objective has come a plan called "Developing Community Capacity 2017 -2020". (See Appendix A).

This document sets out how the County Council will serve communities under the headings of:

- Community Engagement
- Community Development
- Voluntary Sector Transformation
- Community Infrastructure
- Information and Advice
- Digital Services

- 4.2 From this starting position presented by the OOP considerable work has been undertaken to place the Council in a position where it can deliver on

those objectives. To this end the County Council has developed a Community Capacity Programme. The activity covers the following.

1. Community Engagement

This activity will:

- Provide clarity for staff, partners and contracted providers of their responsibilities in relation to our community engagement narrative.
- Support the Council to agree mutually beneficial outcomes with residents and work with them to develop and implement local, sustainable solutions.
- Develop sophisticated means of engaging with local communities and harnessing community knowledge to inform service design.

By 2020 the following will have been achieved.

1. Clarity for staff, stakeholder partners and contracted providers of their responsibilities in relation to our community engagement narrative.
2. Mutual outcomes agreed with our customers, which will be informed through empowering conversations.
3. Sophisticated means of harnessing community knowledge and using that to inform service design.

2. Community Development

This element will enable the Council to support and empower our communities to maximise local community assets and develop local, community led solutions. This will be achieved through:

- An increased understanding and better utilisation of local community assets.
- Targeted community development activity to stimulate local activism and bring residents together in order to generate solutions to local issues.
- Supporting WCC Business Units to embed the principles of Asset Based Community Development within services.

By 2020 the following will have been achieved:

1. Connected communities, which recognise value and fully utilise local community assets.
2. Resilient self-supporting communities that engage in community activities.
3. Targeted activities, which reduce isolation and improve health and wellbeing.
4. An increased focus on local volunteering to provide community led solutions to local concerns.
5. Supported community change agents, connecting with other local people through local community assets and activities
6. A shared language and approach around asset based ways of working, across organisations and communities.

3. Third Sector Transformation

Through this project, WCC will undertake activities which:

- Develop a thriving, more sustainable Third Sector
- Develop a volunteer economy which enables new models of service delivery to be co-produced
- Reduce demand on WCC services, promoting independence and strengthening community capacity and resilience.

By 2020 the following will have been achieved:

1. A Third Sector which is led by organisations that are self-sustaining and less reliant on public sector funding.
2. A broader market of Third Sector providers, who are able to bid for local contracts.
3. An aligned approach to how the Public and Third Sectors work better together, including a coordinated approach to commissioning.
4. A 'trusted' Third Sector which is able to make referrals into Public Sector services.
5. Communities and community organisations that feel empowered to act for and by themselves without public sector intervention or resources.

4.3 Grants and Funding

4.4 Warwickshire County Council has for many years provided grants to community groups. Chief among the grants are those delivered through the Councillors Grant Scheme fund which is aimed at community and voluntary organisations. The Fund provides each of WCC's 57 Councillors with a pot of £6000 to support small-scale projects within their division. The grants are allocated via an annual bidding round and has supported a great many groups over the years.

4.5 When County Council grants are not delivered

4.6 Not all grants to community groups have been met with satisfactory outcome. The task and finish group has been keen to understand why this might be the case and to know what actions are undertaken to recover unspent funds.

4.7 Within the scope of the Councillor Grant scheme and its eligibility criteria there are many possible deliverables, which reflect the diversity of applications and the activities for which they seek funding. Grants are monitored by the Area Teams to ensure funding is spent in the way described in application forms and any deviation or non-compliance is flagged up to the Area Team Managers by way of exception reporting.

4.8 Any non-delivery is flagged up through these exception reports. The usual procedure when this happens is for the funding to be returned and

reallocated, the latter with the approval of the relevant Councillor and sign off from the Head of Community Services.

4.9 The number of occasions when funding is returned is therefore a good proxy or indicator for the number of grants that fail to deliver against their original objectives.

4.10 In 2016/17 occasions when funding has been returned was limited to only four. With approximately 800 grant awards made in 2016 and 2017 the percentage of projects that failed to deliver was therefore half of one percent.

4.11 Warwickshire Third and Public Sector Partnership Group (TAPSPG)

4.12 The County Council does not work in isolation. As a member of the Warwickshire Third and Public Sector Partnership Group (TAPSPG) Warwickshire County Council has expressed its commitment to:

1. Work to build better relationships between the Public and Third Sectors across the county for the benefit of the people of Warwickshire;
2. Support the creation of a voice and greater influence for the Third Sector and the communities of interest they support;
3. Ensure the Public and Third Sectors have the opportunity to work in partnership in the strategic development of services that address the changing needs of communities;
4. Maximise opportunities to strengthen/build community capacity and resilience and effectively manage demand for services within constrained resources across all sectors.

This work is linked to, “Working Consistently with the Third Sector” (Appendix B). This outlines how WCC will work consistently with Third Sector partners in relation to:

1. Grant Funding, Commissioning and Procurement
2. Communication and Consultation
3. Trusted partner working
4. Volunteer Recruitment and Management

5. Task and Finish Group’s Findings from the Evidence Gathering Sessions.

5.1 This section highlights key information or messages from the evidence gathering sessions. The full notes from the evidence gathering sessions are appended to this report.

Session 1 (Stratford Time Bank, Springfield MIND and Warwickshire Vision Support)

a) Stratford Time Bank

- Community networking events are an effective means of reaching different groups in the community. Time banks are an ideal way of addressing issues of loneliness and isolation. There are many retirees who, having possibly relocated to an area, can benefit from the social interaction the time bank brings.
- The time bank should not be regarded as a means of taking over County Council services
- It was considered that the Council could assist in promoting the initiative. Elected members are well placed to do this. In addition, umbrella organisations such as CAVA are well placed to promote the value of time banking. However, the value of time banking is that it is seen by communities as being run by them and for them. The Stratford Time Bank found that the affiliation with Orbit was seen by some in a negative manner. Any joint branding with the County Council would potentially attract the same attitude. The key with engagement by the County Council is to know when to step back and leave community groups to get on with service delivery.
- Support from larger organisations (such as CAVA) that have the infrastructure capacity that smaller groups do not have is always welcome.
- Schools find the idea of time banking appealing but they do not have the time to assist a great deal. There is chance that the initiative can assist in the National Citizenship Scheme. Young people can also earn UCAS points for volunteering so there may be some scope to explore this area further.
- Time banks generally rely on short term funding. The organisation has applied to the “Reaching Communities Fund” for support. If successful this would provide funding for 3 years. This would be for resource allocation such as staffing as opposed to single capital projects.
- Some time banks are funded by GP practices and recently it was suggested in Parliament that Local Authorities should provide funding.

(See Appendix C - Investigation into Time Banking Models - Sept 2017 for more information).

b) Springfield MIND

- The organisation faces a distinct challenge in being run like a business but having charitable status. All the projects it operates run within a budget but infrastructure can be a problem which the County Council could help in resolving.

- Mental health services carry huge dependency issues. Springfield MIND aims to work with individuals in a way that will divert them away from GP surgeries. This benefits the GPs but in at least one instance the GP practice would not allow Springfield MIND to operate from its building unless it paid for the accommodation. It was suggested that the County Council could help by providing some form of accommodation for charities in its buildings. However whilst the County Council policy on the disposal of assets allows for property to be offered to community groups and charity organisations this must provide a proper return. Social value should be taken into account. The use of pop up properties has been investigated but this often means negotiating with private landlords. Also parking and access can be an issue. For people to be able to access the services it is necessary to be on the high street and to be visible.

(Note – In view of the comments made regarding the challenge of identifying property for community use the group reflected on the Warwickshire County Council Property Strategy 2013/2018. This states the County Council’s commitment to “work with partners to understand their needs and deliver innovative solutions”. There was a sense that with the strategy approaching review the need to consider the property requirements of community groups should be reaffirmed).

- With major new developments proposed for areas such as Long Marston and Gaydon it is essential at this early stage to be negotiating for accommodation (possibly via a hub) at these sites.
- The procurement process is very complex particularly for smaller community groups. It would be of benefit if County Council staff (especially in Legal and Finance) were able to share their skills and knowledge with community groups.

c) Warwickshire Vision Support

- One objective for the organisation is to see a clear sight care pathway being developed through health and social care integration. Without this people miss out on services.
- Drop in centres for service users need to be close to bus routes otherwise they cannot be easily accessed.
- The social aspect of this and other similar services is very important. Sometimes people will present themselves for help when it is not their sight which is the principal problem.
- The value of the contract is now 5% less than it was 10 years ago.
- It would be of use if the County Council could deliver or oversee the delivery of safeguarding training for community/voluntary groups. (Whether it could or should directly deliver training is debatable as there is a cost involved).

- It is not easy to get community groups to engage with Wilma, the County Council's training function.
- The number of volunteers has decreased with increased competition. Many people who were volunteers are themselves getting older and some are becoming service users themselves.
- Equipment is available in libraries for the visually impaired but it is important to ensure that staff know how to use them.

Session 2 (Warwickshire and West Midlands Association of Local Councils, Bidford Parish Council, Alcester Town Council, Asset Based Approach)

a) Warwickshire and West Midlands Association of Local Councils

- Legislative changes and developments in the way in which we communicate mean that local councillors require training in areas such as chairing, planning, law, governance and standards and social media.
- Whilst it is possible to offer training it can still be a struggle to get people to attend it.
- Town and Parish Councils (T&PCs) tend to be made up of older people. Attracting younger members can be a real challenge. To help address this sessions are planned around the area to promote the idea of becoming a councillor.
- Occasionally local issues such as planning can lead to relationships in councils breaking down to the extent that the council cannot function.
- One area that local authorities at all levels could benefit from is partnership working. Often T&PCs complain that they have not been consulted on a particular issue. This illustrates that some people regards T&PCs as sitting somewhere between local government and the Third Sector.
- The relationship between WALC and CAVA is a good one. It is characterised by good collaboration and planning around training
- The rate of turnover of Councillors is a concern. Sometimes an individual will stand in an election on a single issue. When that issue is resolved they might disengage from the other business of the council. At the other end of the spectrum some people have been on the council for many years.

b) Bidford on Avon Parish Council

- Bidford is a growing dormitory town. It has a number of voluntary and community groups a library and a dementia café (reflecting the village's status as dementia friendly).
- Young people can present a problem in Bidford. Whilst the village has grown the infrastructure to support the community has not. For young people the matter is compounded by there being no senior school. With children attending schools in Alcester, Stratford and Chipping Campden there is a lack of cohesion within the young people's community. Whilst Bidford does have a youth club no more money has been made available in recent years to accommodate any changes in demand or increased numbers.

c) Alcester Town Council

- Alcester has its own Health and Wellbeing Board. This is funded by a grant provided by Warwickshire County Council. If it was funded by the Town Council an 11% increase in the precept would be required.
- A number of events and societies run under the banner of the HWBB. These include a choir, computer club and lunch club. In addition regular coach trips are organised. It is important to remember that it is not always necessary to develop new initiatives. Many of the activities now supported under the HWB initiative were operating previously.
- The Town Council is conscious that it does not want to duplicate the work of the other agencies working in the town e.g. CAMHS. Indeed it has had few conversations with the health sector or the district and borough councils.
- It always seems to be that the town and parish councils to have to contact the district/borough and county councils. There is rarely contact initiated by these bodies.
- People come from outside Alcester to access services. The dementia café is very successful. It is its own charity and does not wish to be linked to a larger organisation
- Regarding the wider effectiveness of parish councils it was observed that they need to work in clusters. This can present its own challenges as neighbouring councils can be suspicious of each other.

d) Asset Based Approach

- Asset based approaches are concerned with supporting people and communities to come together to achieve positive change, by using their own knowledge, skills and lived experience of the issues they encounter in their own lives. The approach recognises

that positive health and social outcomes will not be achieved by maintaining a 'doing to' culture and respect that meaningful social change will only occur when people and communities have the opportunities and facility to control and manage their own futures.

- An asset based approach recognises the potential of people's strengths and resilience. It changes the emphasis from solutions that focus on needs towards policies and interventions that build on what people and communities already possess and are capable of doing. This change in focus is illustrated in the table below.

Deficit Approach	Asset-Based Approach
Starts with deficiencies and needs – often defined by data from an external standpoint	Starts with community assets (e.g. people, buildings, services, funding etc.) – usually defined by residents and organisations
Responds to problems	Identifies opportunities and strengths
One size fits all, standardised approach	Tailored, flexible solutions responding to local context.
Emphasises the role of agencies and organisations	Emphasises the role of residents, communities and voluntary groups
Focuses on individuals	Focuses on communities and neighbourhoods
Fixes people	Supports people to develop their potential
View individuals as passive clients and consumers of services	Sees people as citizens and co-producers with something to offer
Policies and programmes as solutions	Communities and residents as solutions

- Asset based approaches require different conversations to take place with individuals and communities. There is a move away from “what do you need” to “what do you want to do”.
- The approach does not suggest that need doesn't exist but rather represents a move from fixing a problem for someone to working with them to identify what changes they would like to make to improve their situation. This often involves creating better links into local communities and the services and activities offered through the community and voluntary sector.
- Asset based working seeks to better connect local communities and to help them identify solutions to their own priorities.

Session 3 Corporate Responsibility and Volunteering

a) Mid Counties Co-op

- Mid-Counties Co-op employs 411 colleagues. Since 2015 it has worked with CAVA on its corporate responsibility programme.
- Colleagues are allowed up to 3 (paid) days a year to undertake voluntary work. This amounts to around 34000 hours a year.
- CAVA have been helpful in brokering arrangements. A regional steering group operates to decide on which projects to support. CAVA sits on and advises this group.
- To begin developing relationships with charities two “speed matching” events were held. The first attracted around 20 charities and community groups. The second was aimed at businesses as well.
- CAVA assists in arranging surgeries as well. These often attract 40-45 people over a period of around one hour.
- The entire Co-Op leadership team act as ambassadors for social responsibility.
- Engaging with other businesses can be a challenge. National Grid and Santander have social responsibility approaches but others do not. The Co-Op’s cultural ethos makes corporate Responsibility easier to apply. (Some staff are not inclined to engage and contribute but most are. It is important to identify what people feel they can do).
- Staff’s contributions are noted in their appraisals.

b) Volunteers in the Museum and Library Service

- Volunteers come from all backgrounds.
- It is useful if you do not have set hours (although sometimes, depending on the organisation and the service it provides this is not always possible).
- Some charities insist on a six month commitment from volunteers. It was considered that this is too rigid.
- Volunteering is good at tackling loneliness.
- The museum looks after its volunteers well. However volunteers should not be regarded as second tier.
- The social aspect of volunteering is much appreciated but it needs someone to take the organisation of this on.

- Training for WCC volunteers is often not relevant. They also have difficulty accessing WILMA.
- Some WCC volunteering roles can be emotionally stressful. E.g. the volunteers who deliver library books to people's homes often build a strong relationship with their clients. When these clients become ill or die this can be challenging for the volunteer. No formal support is provided by the County Council in these circumstances. It is left to fellow volunteers to offer that support.
- The libraries home delivery service should be recognised as part of the work on social prescribing.
- Transport to community events can be a real issue for people especially those in rural areas.
- Data protection can be a problem when attempting to identify those in need.
- It is important to act quickly when new housing developments are proposed. Young families and those in social housing can feel very isolated. With children from new developments having to attend different schools the social cohesion that would come from them all attending the same school is lacking. This again can lead to loneliness.
- Promotional events are held where various community groups come together to promote themselves.

Session 4 Warwickshire CAVA

- CAVA run or are involved in the arrangement of many events annually across the County. If all district and borough councils in Warwickshire had a nominated community champion these members could help to promote the events.
- CAVA provides training and events for volunteers as well as having a resource library.
- Relying of volunteers to deliver services aimed at meeting social needs can be a challenge.
- Many volunteers are 60+. It is important that young people are encouraged to volunteer.
- The use of volunteers in delivering services to the young and elderly may highlight safeguarding issues.
- The Trustee Board works with all partners and CAVAs mission is critical in giving the groups it works with the confidence to take risks on occasion. By partners working together on issues they can often be overcome.

- Volunteers should not be overloaded. They should be supported and not taken advantage of.
- Many organisations will not use volunteers for the delivery of statutory duties.
- CAVA supplies support to groups so they can apply for additional funding, the monies received from WCC often provides an investment lever to encourage other funders to assist.
- Currently work is being done in partnership with the Police & Crime Commission and young people have been involved with this to assist the process.
- Local Councillors could feed intelligence into organisations such as CAVA particularly in terms of challenges facing communities.
- Going forward the big issue is funding, with reducing levels of reserves causing concern for groups, (previously average 7mths reserve monies now average 3mths). With the reduction in money but the increase in expectation on the voluntary sector it is difficult to know how to complete the circle.
- The question needs to be asked whether commissioning is still the right way. There is an increasing appetite for commissioners to pool resources. Always aiming for value for money – low price but best quality.
- Delays in payments exacerbate financial problems.
- Administration has quadrupled in recent years.
- Payments are made quarterly in arrears and 3rd party payments being processed through DWP & LA put extra strain on providers.

6. Conclusions and Recommendations

- 6.1 The task and finish group has considered a body of written evidence and has been privileged to speak to a range of witnesses from across the Third Sector.
- 6.2 It is clear from this research that considerable efforts are being made by individuals and organisations to ensure that the challenges being faced by communities and community organisations are being met. For this reason it is important that the County Council, which quite clearly is making its own endeavours to support its communities, should not attempt to duplicate what is happening elsewhere.
- 6.3 It is heartening to be able to acknowledge that there is so much work being undertaken already and that it is difficult to identify areas that are not already covered. The Group recognises that almost every community and community group would like more money. In the current climate that is unlikely to happen on a major scale. To counter this it is clear that the

County Council and its partners have gone to great lengths to assist communities in helping themselves. Much of the success in this area can be attributed to the work of dedicated staff from across the County Council. From this position the following recommendations have been fashioned to avoid duplication and at the same time be realistic and implementable.

Conclusion 1.

It is apparent from the evidence that has been considered that the Third Sector is confronting an added burden of legislation and bureaucracy. This is occupying time and financial resources which could be expended more appropriately in delivering services. Warwickshire County Council is one of the largest employers in the county. Many of their staff have professional qualifications and skills which could be used to support community groups. Recognising that many staff do already volunteer their time the group wonders whether staff are aware of the contribution they could make and similarly whether community groups have an understanding of the breadth of skills held in Shire Hall. To address this, the group is of the opinion that County Council staff should as part of a year long initiative be actively encouraged to share their skills and knowledge with the Third Sector.

It is considered that it would not be sufficient simply to draw this to the attention of staff. Therefore it is recommended that CAVA and WALC be invited to hold one of their recruitment exercises during a working day at Shire Hall or other WCC venues.

Recommendation 1

That Warwickshire County Council actively encourages its staff through a year long initiative to utilise their skills and knowledge to support their communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities.

Conclusion 2

Linked with #1 above the group, having heard about one company's experience with corporate responsibility, was impressed to learn of the example set by senior managers in terms of volunteering. The task and finish group appreciates that senior officers are very busy serving the needs of the Council but would encourage volunteering to serve the wider community. Examples of this could be shared with staff in the anticipation that they will follow them.

Recommendation 2

That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others.

Conclusion 3

The group has concluded that for many communities a major barrier for the groups supporting them is the lack of availability of office accommodation. The task and finish group is mindful of the constraints under which the County Council is operating and that its Property Rationalisation Programme has resulted in a reduction in available property. The group has been pleased to be reminded that the County Council has an agreed [Property Strategy](#) but considers that there is little clear evidence of its impact on community groups. Some property may be used in part with space available for other parties to occupy. Whilst shared occupancy may offer complications that the County Council may find inconvenient the group feels that if communities are to receive as much support as possible from the Council then options such as this should be considered.

The group would ask therefore that where Warwickshire County Council property becomes available, its short or long term use by community groups is a consideration in cases where such use supports delivery of the Council's priorities and meets the requirements of the Council's protocols.

Just as the county Council owns property that could be used by community groups so it is recognised by partners that they may have accommodation that they would wish to see used by those groups. Members consider that more could be done to match groups and accommodation through signposting and brokerage.

Recommendation 3

That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities.

Conclusion 4

One area of particular interest to the group has been the training opportunities that are available to community groups. WALC and CAVA (and some district Councils) provide training for the Third Sector. A particular area of training that some organisations sought was safeguarding. Knowing the County Council has delivered face to face and online training on safeguarding the group feels that consideration should be given on how this can be made more readily available or even advertised.

Recommendation 4

That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case.

Conclusion 5

That the County Council relies significantly on volunteers to deliver a number of its services is to be commended. However, members were concerned to hear that from the volunteers' perspective the level of support available to them in times of difficulty is limited. The group has heard that in some circumstances the position a volunteer finds themselves in can be emotionally challenging. It has been concluded that if a person is working in a voluntary capacity for the Council then they should be offered a similar level of welfare support to paid staff. This conclusion does, however, come with a caveat. Volunteers offer their time for a reason. They are not paid staff and would not necessarily wish to be bound by the conditions of service that apply to paid staff.

Recommendation 5

That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff.

Conclusion 6

Members learned of the nature and value the libraries home delivery service. Clearly it has a value greater than simply the provision of books and audio tapes. It was concluded that if not already adopted then the service and indeed others within Business and Customer Services (eg the Family Information Service) should be commended to those who are working to deliver social prescribing solutions.

Recommendation 6

That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing.

Conclusion 7

Members have learned of the challenges facing new communities where estates have been built in more rural areas. The unexpected consequence of children from an area attending different schools and the absence early on of any kind of support network for residents means that they can feel very isolated. The group acknowledges that support services cannot easily be put in place as soon as houses are completed but there is a sense that better communication between planners, developers and support groups could assist in the development of community infrastructure earlier than is currently the case.

Recommendation 7

That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the possible needs of new communities ahead of those developments taking place.

Conclusion 8

In listening to the views of those people they have spoken with members have been reminded of the need to ensure good communications between the County Council and community groups. Members reported instances when community representatives had been unable to contact officers or obtain the information they were seeking. In view of the Council's drive to greater use of digital communication and service delivery it is increasingly important that all channels of communication function well. The task and finish group recognises work being undertaken to enhance communication with communities and wishes to reinforce the message that this is fundamental to successful service delivery.

Recommendation 8

That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery.

Conclusion 9

Having discussed the merits of an asset based approach in terms of support for communities members of the group acknowledge that councillors have a key role to play as "shapers of place". Their capacity to do this depends largely on the support they in turn receive from officers.

Recommendation 9

The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.

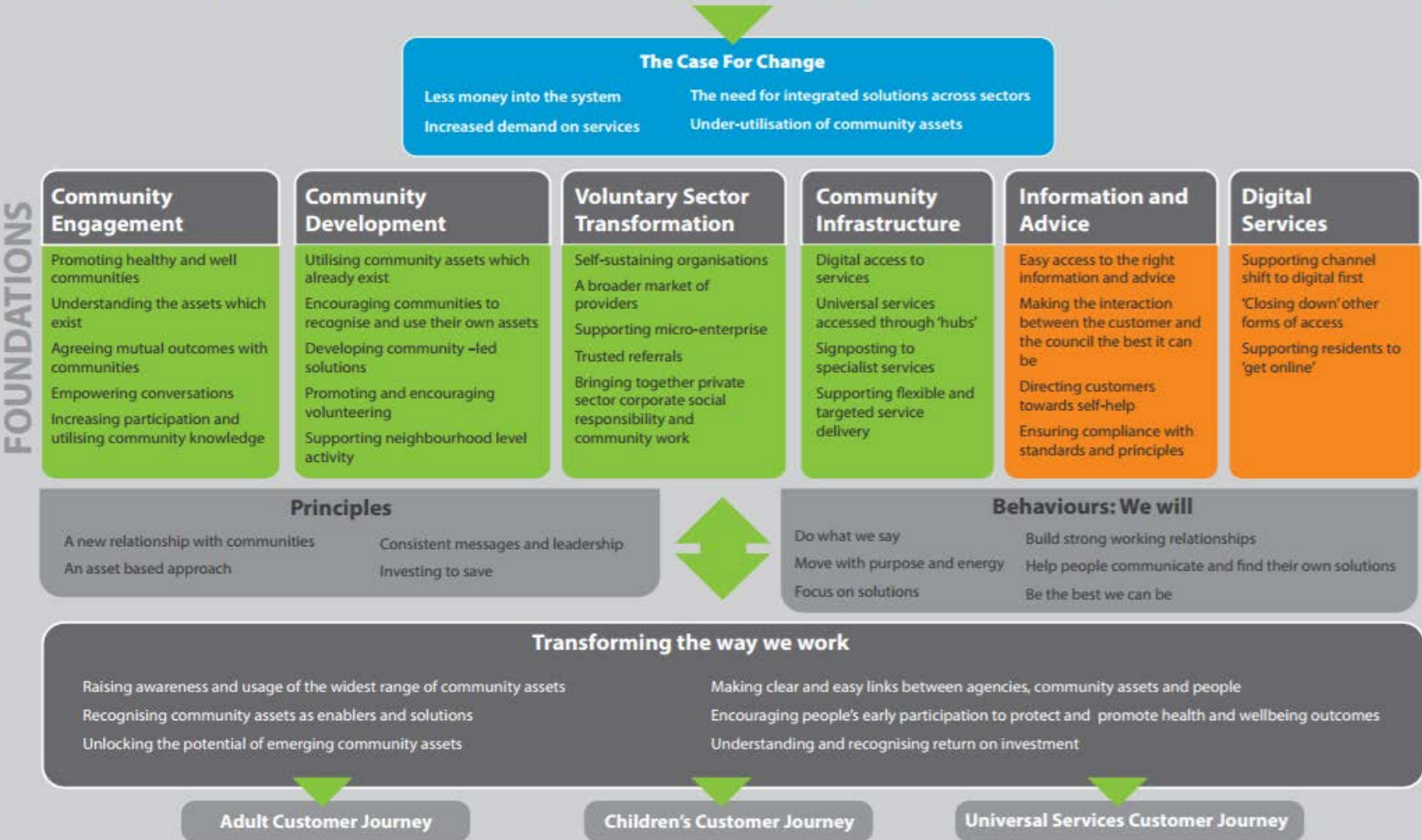
7.0 Financial Considerations

- 7.1 The task and finish group is sensitive to the fact that resources with the County Council and elsewhere are short. With the exception of numbers 3 and 5 the recommendations carry little in the way of financial burden. As is noted early on in this report much is already being done to support communities and although depleted in recent years there is still financial support to be had.

- 7.2 This review has been about helping communities to help themselves. Support with training and increased volunteering from within WCC can assist communities to learn how to do this. In addition by sharing training with community groups the maximum benefit can be gained. In essence it is about working smarter, breaking down barriers and evolving to meet changing circumstances.

Developing Community Capacity 2017-2020

Warwickshire County Council, communities, voluntary sector, district and borough councils, health partners and other public service providers work together in the delivery of high quality, cost effective opportunities with an emphasis on supporting people and communities to create their own solutions.



WORKING CONSISTENTLY WITH THE THIRD SECTOR



AS A MEMBER of the Warwickshire Third and Public Sector Partnership Group (TAPSPG) Warwickshire County Council has expressed its commitment to:

1. Work to build better relationships between the Public and Third sectors across the county for the benefit of the people of Warwickshire;
2. Support the creation of a voice and greater influence for the Third sector and the communities of interest they support;
3. Ensure the Public and Third sectors have the opportunity to work in partnership in the strategic development of services that address the changing needs of communities;
4. Maximise opportunities to strengthen/build community capacity and resilience and effectively manage demand for services within constrained resources across all sectors.

The County Council values its long-standing positive relationship with the third sector, and recognises the social value that residents benefit from through the sector's work in the community, delivered either independently or through investment from the public sector.



In order to maximise opportunities for achieving shared outcomes and value, this statement outlines how WCC will work consistently with Third Sector partners in relation to:

- a) Grant Funding, Commissioning and Procurement
- b) Communication and consultation
- c) Trusted partner working
- d) Volunteer Recruitment and Management

This is a statement highlighting the County Council's intentions and commitments – further work will be carried out in the future to develop a shared statement about joint working in partnership with our third sector colleagues.

GRANT FUNDING, COMMISSIONING & PROCUREMENT

WARWICKSHIRE County Council's primary means of procuring services from the Third Sector is through outcomes based commissioning. The County Council follows a four stage approach (Analyse, Plan, Do, Review) when commissioning services as detailed below.

Where additional, evidenced benefits can be identified by following a grants process, exceptions will be made. The Warwickshire County Council definition of a grant is:



A financial contribution to an activity delivered by an external organisation in its own right, but will be in alignment with the County Council's own objectives. A grant can be given either to contribute towards organisational costs, or to wholly or partly fund a specific piece of work. A grant is a financial contribution with an expectation of mutually agreed, clearly defined outcomes. These outcomes are specified in a grant funding agreement and monitoring arrangements are commensurate with the value of the grant given.



ANALYSE

EFFECTIVE ANALYSIS creates a solid basis for funding services, either through grant or contract. During this stage, the County Council will:

- Engage wherever possible with a wide range of third sector organisations when identifying service needs.
- Allow sufficient time for the widest possible range of third sector organisations to be involved in the needs analysis process.
- Be clear about the outcomes we aim to see achieved at the earliest stage, so all parties are aware of our requirements.
- Where analysis identifies that a procured service is no longer required, or budgets need to be realigned, the Council will aim to provide at least 3 months' written notice of its intentions.
- For time limited or one off projects where the Council provides funding, it is assumed that this funding will automatically cease, unless advised otherwise by the Council.
- Work with our commissioned Third Sector Support Services provider and other relevant third sector networks to engage with third sector organisations.

PLAN



EFFECTIVE PLANNING ALLOWS commissioners/grant funders to secure the most appropriate providers to deliver the outcomes which have been defined. The chosen method of funding (grant or contract) will depend on the outcomes identified, and the County Council's corporate priorities as defined in the One Organisational Plan. Processes shouldn't create unnecessary barriers that may disadvantage potentially competent providers from applying. During this stage, the County Council will:

- Provide clear, accessible information about future commissioning plans or grant funding opportunities, and ensure they are available as early as possible to enable the widest range of possible providers to be involved
- Consider the most appropriate type of funding to secure the required outcomes and assess the impact of how this funding will be allocated
- For commissioned services, the Council's default position on payment terms is net 30 days in arrears
- Be aware of the number, size and capabilities of third sector providers and other providers in the market
- Ensure consultation is representative of the diverse communities of Warwickshire, and includes the views of vulnerable or seldom heard groups
- Allow sufficient time for conducting engagement with potential providers throughout the design and consultation of service specifications or grant programmes
- Discuss potential risks and seek to ensure these risks are allocated to the organisation best equipped to manage them in proportion to the nature and value of the contract
- Ensure potential providers are clear of their TUPE obligations and refer to specialist information resources if needed
- Ensure specifications ask providers to demonstrate and evidence local knowledge and understanding of local needs

In addition to the Council's existing methods of advertising funding opportunities (CSW-JETs; ContractsFinder; OJEU and WCC website) ensure the commissioned Third Sector Support Service provider and TAPSPG publicise contract and grant funding opportunities

DO

EFFECTIVE SOURCING secures the most appropriate provider to deliver the required outcomes, resulting in residents and local communities receiving services that meet their needs. During this stage, the County Council will:

- Wherever possible, provide at least 12 weeks' notice of forthcoming grant or procurement opportunities and ensure these are publicised and widely available
- Through the procurement process seek to encourage the involvement of potential third sector providers
- Ensure the County Council takes a corporate approach to the design, promotion, assessment and award of any grant scheme (with the exception of the County Councillor Grant Scheme)
- Be clear about how bids will be scored and assessed
- Maximise the use of electronic procurement tools and techniques
- Recognise that it is appropriate to include full cost recovery in estimates and funding awards when appropriate
- Ensure potential providers are clear of their TUPE obligations and refer to specialist information resources if necessary
- Set out clear timescales for application and tender processes and ensure feedback on decisions is timely and available
- Award contracts taking into account best value for money
- Take into account that awarding funding over longer periods of time (3 years) can achieve better value for money and outcomes in certain circumstances



COMMUNICATION & CONSULTATION

THE COUNTY COUNCIL IS committed to effective communication and consultation with Third Sector Organisations. The County Council will:

- carry out consultation in meaningful, inclusive, timely and appropriate ways;
- ensure that effective communication and consultation is built into decision-making processes;
- enable a wide range of third sector organisations to contribute to any consultation;
- ensure that feedback is communicated to consultees in a timely fashion;
- ensure that consultation is carried out in a co-ordinated way to reduce duplication and consultation fatigue.



TRUSTED PARTNERSHIPS

WARWICKSHIRE COUNTY COUNCIL recognises both the value of and the increasing need to work in enhanced ways with the Third Sector, for the benefit of Warwickshire citizens. In nurturing mature relationships with Third Sector Organisations WCC aims to ensure that more citizens receive accurate and relevant information, advice and signposting early on, opening up a world of community based activities and services that may prevent the escalation of need.

‘Trusted Partners’ is an umbrella term encompassing the following activities and approaches to partnership working:

- a formally recognised process that enables a Third Sector Organisation to undertake a guided conversation and where appropriate refer citizens directly into WCC for a statutory assessment for services, avoiding duplication from multiple assessments;
- a formally recognised process that enables WCC to make direct referrals into a service provided by a Third Sector Organisation, avoiding duplication from multiple assessments;
- a formally recognised arrangement to share information to support the delivery of better outcomes for citizens.



D VOLUNTEERING

WARWICKSHIRE COUNTY COUNCIL VALUES the contribution that over 150,000 active volunteers make to the vibrancy of community life across the County. The County Council is committed to investing in volunteering in the following ways:

- Encouraging our staff to volunteer in their own time by promoting the personal, professional and community benefits and highlighting opportunities to connect staff with local charities
- Supporting over 3,000 volunteers to enhance County Council services through a network of volunteer managers, whose role it is to ensure our volunteers have the best possible experience
- Investment in volunteer recruitment and support services through our contract for Third Sector Support Services (currently delivered through WCAVA), involving outreach into local communities and a VC Connect, a volunteer recruitment and placement website plus support for volunteer involving organisations to ensure best practice is followed and maintained
- Working in partnership with private sector organisations to maximise opportunities around Corporate Social Responsibility, through donation of time for volunteering and specialist skills or investment in our local third sector in other ways.



Appendix C

Investigation into Time Banking Models - Sept 2017

1. Introduction

- 1.1 Time Banks are community based initiatives which provide a means of exchange whereby units of time act as the 'currency'. Using otherwise untapped skills and resources, Time Banks are able to value work which is often unrewarded and recognise contributions from people who may find themselves marginalised from the conventional economy.
- 1.2 The underlying logic is that of reciprocity and equality: the participants are encouraged to spend as well as earn 'time credits', and everyone's time is valued equally.
- 1.3 By encouraging people to share their time and skills with their community and neighbourhood, Time Banks work towards building stronger social networks and more cohesive communities.
- 1.4 Time Banks have been operating in the UK since 1998. Currently, there are over 300 Time Banks in operation in the UK, but they operate in different ways to suit the needs of their members or to deliver specific outcomes, for which a tailored approach is required.
- 1.5 The basic principle of a Time Bank is that members 'deposit' their time by giving help and support to others and are then able to 'withdraw' their time to access support or services themselves. This exchange can exist between individuals or organisations, as defined below:
 - Person to person – whereby individuals exchange time credits for support provided to each other;
 - Person to organisation – whereby organisations work with individuals to use time credits as a means of achieving outcomes;
 - Organisation to organisation – whereby organisations work with each other as a means of achieving outcomes.
- 1.6 Time Banks can be adapted and targeted towards addressing specific issues (such as young people's initiatives, reducing social isolation or keeping older people well), or can exist more generically to support and grow the broader volunteer economy of an area.

2. Time Banks in Warwickshire

- 2.1 There is currently one formal Time Bank scheme operating in Warwickshire known as **Stratford Time Bank Community Interest Company**. The scheme is supported by Timebanking UK, and has been funded by **Orbit Housing** for 2 years from January 2017 at a total cost of **£30,000 per year**.

- 2.2 The funding arrangement covers the cost of employing a part time worker, known as a Time Broker, whose role is to develop a local website covering the whole of the Stratford District, and to recruit Time Bank champions in each of the 6 localities in the district and sign up 200 Time Bank members per year. In addition, the Time Broker organises locally based social events for Time Bank members.
- 2.3 The Time Broker is employed by a Trust consisting of volunteers who have run their own Time Bank in Stratford Town for a number of years (via funding through **Stratford Town Trust**).
- 2.4 It is intended that investment from Orbit will greatly expand the scheme to residents across the whole of the District, particularly those who are most vulnerable and at risk of social isolation and financial exclusion. Orbit is focused on offering support to their tenants, but the scheme is open to any resident of the district, regardless of circumstances.

3. Benefits of Time Banks

- 3.1 Nationally, Time Bank schemes have been developed with the broad aims of increasing volunteering capacity, supporting community cohesion and addressing specific issues, such as health and wellbeing.
- 3.2 It is believed that Time Banks can strengthen local community networks, support social justice objectives and make more effective use of the assets and resources existing within a community.
- 3.3 Through evaluation of existing Time Bank schemes it is suggested that the benefits of Time Banks can include:
 - Reductions in social exclusion, loneliness and isolation;
 - Reductions in antisocial behaviour and crime;
 - Increased social engagement and citizen participation;
 - Increased levels of support to people who want to move into employment;
 - Cost savings to public budgets;
 - Improved health and wellbeing.

4. Time Bank Infrastructure

- 4.1 There are at least two organisations providing a Time Bank service nationally: 'Timebanking UK' and 'Spice Innovations Limited'.
- 4.2 These organisations exist to support the design and delivery of local Time Bank schemes. Their support comes at a cost, which can vary depending on the nature of the scheme required and the organisation providing the support.
- 4.3 **Timebanking UK** is a national charity and limited company. Timebanking UK's model is to work alongside organisations to provide guidance and operational support and on developing and delivering supported Time Banks, including how they can be tailored to deliver different outcomes.

- 4.4 Their supported schemes operate either within existing local government structures or through Third Sector organisations and include the following in a range of bespoke packages of support:
- Onsite workshops and training;
 - Free use of software, including time-database and mobile app;
 - Full range of safeguarding policies and procedures;
 - Information sessions/facilitation of working groups;
 - Developing regional networks of Time Banking to share local expertise, best practice, training, capacity and advice.
- Local authorities currently being supported by Timebanking UK to sustain or develop Time Bank schemes include **Gloucestershire, Hampshire, Pembrokeshire, Derbyshire, Staffordshire and Leicestershire.**
- 4.5 An indicative cost for support from Timebanking UK is **£5,000 per year**; however, further costs would be incurred including the cost of employing a local Time Bank Manager/ Broker.
- 4.6 **Spice Innovations Limited** is a social enterprise currently running over 30 programmes across the UK with local councils, community development organisations, housing associations, health and social care providers and schools.
- 4.7 The Spice offer is different to Timebanking UK in that it includes the secondment of a member of their staff to operate from within the target area to embed the Time Bank and other related work.
- 4.8 Spice's approach offers a locally developed currency (Time Credits) in return for an hour of volunteer time, which can be used in over 700 venues/services nationwide.
- 4.9 Each Spice programme is designed to address the specific aims of the host organisation. All subsequent design is focused around the agreed outcomes of the programme. Spice Time Credits programmes broadly fall into four thematic areas although the majority of programmes focus on a number of the themes.
- Community development;
 - Health and Social Care;
 - Schools and Young People;
 - Housing.
- 4.10 It has been suggested that the Spice offer might engage those who wouldn't normally volunteer, as the currency provides a greater incentive to get involved. For example, a volunteer could give an hour of time in return for an hour in a local leisure centre or theatre, rather than the skills/ services of another Time Bank member.
- 4.11 Costs vary according to requirements, but an average cost of a scheme with a seconded Spice officer is approximately **£100,000 per year**.

5. Examples of Existing National Time Bank Schemes

5.1 'Derbyshire Time Swap' (Timebanking UK)

Derbyshire County Council operates a countywide Time Bank system called **Time Swap**. Time Swap is affiliated to, and supported by, Timebanking UK and is delivered by two staff, employed by the County Council. Time Swap covers the whole of the County and offers residents the chance to give and receive services and support, plus a series of drop in social events to promote volunteering and community activism. Once members have identified the skills they are able to offer and what they would like in return, their details are recorded by a 'Time Broker' who matches up the right task to the right person and also issues Time Swap statements so that members can keep a record of how many hours they've given and received. Time Swap has now been running for over two years and has arranged over 120 time swaps, involving over 100 members. Further Information:

www.derbyshire.gov.uk/community/volunteering/time-swap/default.asp

5.2 'Time for Surrey' Network (Timebanking UK)

The **Time for Surrey** network consists of seven affiliated Time Banks, each operating within a discreet area within the County. The Time Banks are particularly focused on preventing social isolation and loneliness in older people and are supported by Timebanking UK. In Surrey, individuals, groups or organisations can sign up to become members of their local Time Bank, or can help plan and create a new local Time Bank. A 'Time Broker' will chat with each new member to find out more about them, what they can offer to others and what they would like to receive in exchange for their time. The Time Banks' vision is to work with individuals, groups and organisations who are interested in creating local Time Banks that:

- Help more young people get actively involved in their neighbourhood;
- Remove barriers for young people to take part in education, training or employment;
- Enable more older people to live independently at home in their community for longer;
- Connect people with each other to reduce social isolation and loneliness
- Improve wellbeing for all, making Surrey an even better place to live.

The Time Broker helps members make exchanges and introduces them to a simple website where members can add and search offers or requests directly, if they feel able to do so. Exchanges are recorded and each member has their own account showing how many time credits they have earned and spent. Each Time Bank is different but looks for the following to support the establishment of a new Time Bank, within the Time to Talk Network:

- A group of committed individuals or organisations work together;
- A time-broker or a number of time-brokers sharing the work;
- Software and a website – in Surrey this is provided free of charge by Timebanking UK;
- A physical location where the time-broker can sit and meet with members
- Basic IT and telephone equipment;

- Resources for local marketing – Surrey County Council and Timebanking UK provide support to Time Banks to promote themselves;
- Policies and procedures (provided free of charge by Timebanking UK).

Surrey Time Banks also hold social events to give members the opportunity to get to know each other. Further Information: www.surreycc.gov.uk/get-involved/be-a-volunteer/only-got-an-hour/timebanking-in-surrey

5.3 'Gloucestershire Fair Shares' (Independent)

Gloucestershire Fair Shares is a well-established Time Bank that offers a range of opportunities for people within Gloucestershire. Fair Shares represents an independent Time Bank, in that they are not affiliated to one of the national Time Bank support organisations listed in section 4.

Fair Shares provide a generic Time Bank service, with over 1500 members offering support in areas including:

- Arts and crafts;
- Administration and office work;
- Teaching and learning;
- Social activities;
- Computer skills;
- DIY / Gardening;
- Help in the home;
- Pet care;
- Transport.

In addition to a generic Time Bank offer, Fair Shares also delivers some targeted activity, such as a Prisoners and Families Project. Here, the Time Bank provides regular support to offenders to encourage their involvement in volunteering activities and to broaden their skill sets. Further Information: www.fairshares.org.uk

5.4 Lancashire Time Credits (Spice Innovations)

Lancashire County Council and Spice Innovations have implemented a Time Credits scheme across the county, building on an initial, smaller scale, Time Credit programme. The scheme seeks to use Time Credits to integrate some of the principles of behaviour change and social movements to support wellbeing, prevention and early help. In this programme, over 1300 local people have contributed over 18,000 hours of support through 90 community groups, as well as in key parts of the Council's local service delivery. In keeping with the Spice model, members of the scheme earn 'Time Credits' for each hour given. Time Credits can be 'spent' on an extensive range of services which operate locally. These include:

- Local theatres;
- Local arts companies;
- Museums;
- Heritage sites;
- Sports clubs and leisure facilities;
- Wellbeing services;
- Support for older people;

- Education and learning facilities;
- Council facilities (including car parks);
- Tourist attractions.

Further Information: www.justaddspice.org/wp-content/uploads/2015/04/Lancs-Brochure-2015-FINAL.pdf

6. The Effectiveness of Time Banks

- 6.1 Numerous papers exist which attempt to quantify the social and economic benefits of Time Bank initiatives'; however, the 'soft' nature of many of the outcomes sought, together with the differing models of delivery implemented in local schemes, means that there is no single conclusive assessment of their effectiveness.
- 6.2 The **London School of Economics** used predictive modelling to estimate the economic consequences of Time Banking. This study found that Time Banking interventions cost £450 per member per year, but cost savings could exceed £1300 per member. This was as a result of increased self-esteem and confidence, developed labour market skills, and new social relationships and networks (www.pssru.ac.uk/pdf/dp2772.pdf).
- 6.3 There is evidence to suggest that Time Banking leads to improvements in social inclusion. While benefits such as improved independence, wellbeing and social inclusion cannot easily be assigned monetary values, there is evidence that Time Banking has the long-term potential to generate savings to local budgets.
- 6.4 Examples of positive physical and mental health impacts, an increase in self-esteem and confidence, improved employment prospects and decreased reliance on alternative forms of paid and unpaid support have been attributed to Time Bank participation.
- 6.5 A 2001 UK survey showed that Time Banks were more successful than traditional forms of volunteering in attracting support from socially excluded groups, such as those whose make up the Adult Care client base (<https://ijccr.files.wordpress.com/2012/05/ijccr-vol-6-2002-3-seyfang.pdf>).
- 6.6 Spice Innovations Limited supported by independent evaluators conduct an annual evaluation of their programmes across England and Wales. Their annual impact report for 2017 (http://www.justaddspice.org/wp-content/uploads/2017/06/AboutSpice_National-2017.pdf) reported the following:
- 49% of participants had never or rarely volunteered before;
 - 78% of participants felt more able to contribute to the community and peers;
 - 16% had established a new community group or project;
 - 66% felt more confident;
 - 79% of participants reported an improved quality of life;
 - 19% reported an improvement in mental health;
 - 63% felt less lonely and isolated.

7. Considering Time Bank options for Warwickshire

- 7.1 Whilst the approach promoted by Spice Innovations Limited has delivered outcomes in the areas where it has been adopted, it is notable that the model requires significant investment (approximately £100,000 per year). Due to the secondment of staff to deliver the scheme together with a package of pre-defined support, the Spice model requires a relatively low level of ongoing input beyond the annual investment.
- 7.2 At the other end of the spectrum, an entirely independent scheme would require a lower level of investment. An independent scheme would however require staffing to set up and deliver the scheme in addition to knowledge of Time Banks and their associated procedures.
- 7.3 The Timebanking UK approach used by Derbyshire amongst other local authorities represents a middle ground, where a moderate investment will secure the knowledge and tools required to deliver a successful Time Bank scheme. Some investment would be required to cover an annual subscription fee to Timebanking UK, in addition to the cost of 'Time Brokers' to deliver the scheme.
- 7.4 Under this model, the county council would be responsible for running its own Time Bank, with full control and responsibility for the direction and impact of the scheme locally. In this way the scheme could be more responsive to the changing needs of the local authority and those of the local community. This would also enable the council develop linkages with the existing Stratford Timebank CIC, making referrals and sharing best practice and advice.
- 7.5 Developing and implementing a Time Bank for Warwickshire would contribute towards the delivery of key transformation activity across the organisation, with clear links to Children and Families Transformation, Adult Customer Journey and Community Capacity programmes, which all rely upon the development of the volunteer economy.
- 7.6 The development of a Time Bank for Warwickshire could be targeted towards such Transformation Programmes, for example by targeting Time Bank activity around the proof of concept Community Hubs, the proposed Family Hubs or the end to end review of Adult Social Care.
- 7.7 A 'Time Broker' would need to be employed to co-ordinate the setting up and co-ordination of Time Bank activities to meet local demand / interest as it arises around the county. This would include:
- Manage and administer Time Bank activity across Warwickshire;
 - Recruit new members to the scheme;
 - Develop time exchanges and keep exchanges moving;
 - Bring members together, including organising events;
 - Motivate members and encourage participation;
 - Help to organise and distribute publicity – leaflets, emails, website;
 - Promoting the Time Bank, including giving talks and presentations;
 - Carry out risk assessments when necessary.

- 7.8 Initial discussions with officers from Derbyshire County Council suggest that they are willing to share learning and resources from the Time Swap scheme.
- 7.9 It is anticipated that a two year pilot could be delivered for £90,000 (with one full time 'Time Broker' being employed); however, the source of this resourcing would need to be agreed and is not currently available within the resources available to the Community Safety and Locality Working team or the wider Community Services Business Unit.

**Extract of the minutes of the meeting of the
Communities Overview and Scrutiny Committee
held on 14 November 2018**

5. Report and Recommendations of the Community Capacity Task & Finish Group

- 5.1 Councillor Gran, Chair of the Task and Finish Group introduced the report. He thanked officers that had been involved in writing the report and the organisations that presented evidence to the Group. He stated that the evidence provided by Stratford Timeshare had been particularly powerful. Councillor Gran felt the recommendations reflected the Council's role in helping the third sector in becoming independent and self-sustaining. This was seen in several of the recommendations around providing space for community groups to meet both by opening up Council owned buildings to community groups and by ensuring that when new developments were proposed consideration was given to providing a space for community groups. Councillor Gran stated that new developments had too often been built with little regard to fostering a new community.
- 5.2 The Chair welcomed the report as a timely intervention given the reduction in the public sector and the need for third sector organisations to be able to fill some of the roles traditionally carried out by the public sector.
- 5.3 Councillor Chattaway stated that it had been a difficult report to prepare and although he had some reservations around the phrase 'existing budgets' he welcomed the fact that an action plan would be drawn up as he felt that there was a need to prioritise potential work. Councillor Chattaway stated that there was still a lot to do to strengthen community forums and the local decision making process.
- 5.4 Councillor Kondakor welcomed the recommendations around opening rooms to volunteer and community groups as from his experience having a free or inexpensive meeting room was often vital to a community group's viability. Councillor Kondakor stated that it may be useful for the Council to publicise a refreshed list of the volunteering opportunities such as helping the Country Side Team to clear footpaths of rubbish.

Resolved:

That the Committee consider the report of the Community Capacity Task and Finish Group and approves the following recommendations to be forwarded to Cabinet for endorsement:

- 1) That Warwickshire County Council actively encourages its staff through a year-long initiative to utilise their skills and knowledge to support their

communities. To accompany this community groups should be invited to Shire Hall and other County Council venues to hold one of their public events to promote supporting communities;

- 2) That senior officers be encouraged to undertake voluntary duties away from the County Council. In instances where this is already being done, they be asked to share their experiences through a variety of media in order to encourage others;
- 3) That the County Council refreshes its Property Strategy 2013-2018 to align with the Council's new 5 year plan taking into consideration how use of Council owned assets to deliver social value can support delivery of the Council's priorities;
- 4) That consideration be given to whether WCC training can be made available on a cost neutral basis to a wider Third Sector audience than is already the case;
- 5) That Warwickshire County Council explores whether, within existing budget provision, the wellbeing of its volunteer staff can be better supported through the employee assistance programme on a similar basis as that offered for staff;
- 6) That officers from Public Health and Business and Customer Services liaise to consider how best their two services can work together in support of social prescribing;
- 7) That organisations such as CAVA be encouraged to liaise with local authorities, developers of housing estates and planners to establish the possible needs of new communities ahead of those developments taking place;
- 8) That consideration continues to be given as to how communities are provided with the greatest opportunity to engage with the Council (and its partners). A particular emphasis should be placed on digital communications reflecting the County Council's move to digital platforms for service delivery; and
- 9) The role of Councillors as Community Leaders and 'shapers of place' is paramount and WCC should continue to support elected members to deliver upon this with a specific focus on taking forward an asset based approach which delivers positive outcomes for their communities.