

## **Decision to the Portfolio Holders for Adult Social Care and Health on or after 7 April 2017**

### **Retrospective approval for submitting a grant application related to the development of community businesses**

#### **Recommendation**

That the Portfolio Holder for Adult Social Care and the Portfolio Holder for Health retrospectively support the successful application to Community Catalysts and Power to Change to host an officer to develop community-led businesses.

#### **1.0 Outline of Bid**

- 1.1 It is a requirement of the County Council's procedures that Portfolio Holders approve Grant Funding Bids submitted on behalf of the County Council. Officers were unaware of this requirement but wish to correct this oversight and to ensure the project goes forward. The project is due to start immediately and therefore the Chair of the Adult Social Care and Health Overview and Scrutiny has accepted this as an urgent decision which cannot reasonably be deferred and to which call-in cannot apply.
- 1.2 This report seeks such approval to proceed in relation to a bid to Community Catalysts CIC and Power to Change to receive up to two years of project support to establish community-led business opportunities across Warwickshire.
- 1.3 A community-led business has the following key features:
  - Locally rooted: They are rooted in a particular geographical place and respond to its needs. For example, that could be high levels of urban deprivation or rural isolation.
  - Trading for the benefit of the local community: They are businesses. Their income comes from things like renting out space in their buildings, trading as cafes, selling produce they grow or generating energy.
  - Accountable to the local community: They are accountable to local people, for example through a community shares offer that creates members who have a voice in the business's direction.
  - Broad community impact: They benefit and impact their local community as a whole. They often morph into the hub of a neighbourhood, where all types of local groups gather, for example to access broadband or get training in vital life skills.

- 1.4 Community Catalysts is a Community Interest Company, which is a not-for-profit business model of third sector organisation. It specialises in a model of grassroots working that encourages people and communities to establish business models that meet the needs of local people. Power to Change is a national charitable trust that works with community businesses to revitalise local community buildings and assets. They are working together on this programme, specifically to target opportunities in the health and social care arena.
- 1.5 The opportunity for two local authorities to receive support through this programme of work was advertised nationally on 23.1.17 with a deadline for applications of 7.2.17. The process involved submitting an expression of interest that articulated a whole council approach to service transformation and the empowerment of communities. In line with OOP2020 outcomes and our ambition to make more of Warwickshire's community assets, a bid was drafted by Community Safety & Locality Working in partnership with Strategic Commissioning, Children's Services and Economy & Skills. The Strategic Director of People Group and the Head of Strategic Commissioning were interviewed by phone as part of the short listing process.
- 1.6 Warwickshire and Telford and Wrekin were selected as the successful project sites out of a total of 17 applications from local authorities.
- 1.7 Participation in this project brings a number of new benefits and opportunities to Warwickshire that we would not otherwise enjoy:
  - The support of two nationally recognised and successful charitable ventures with proven skills in unlocking, developing and sustaining community-led businesses;
  - Access to successful community business models operating across the country, including sharing knowledge on the realities of investment, service redesign, and measuring success;
  - Expert support for our emerging thoughts on building capacity across Warwickshire's communities, and the ability to translate these thoughts into actions;
  - Places Warwickshire County Council on a national platform of developing good practice, bringing recognition for our ground breaking work.
- 1.8 In addition to the above, our success in securing this programme further cements the strengthening relationship across business units and demonstrates both trust and a shared ownership of the challenges facing the council.
- 1.9 Reporting against the delivery of the project work will be incorporated into existing governance structures, with the main overseeing body being the Adult Customer Journey Board chaired by the Head of Strategic Commissioning.
- 1.10 The original application criteria and the completed Expression of Interest are available as needed.

## 2.0 Financial implications and risks

- 2.1 The financial implications to the council of winning this application process are:
- £15,500 match funding per year for 2 years (second year's funding will only be drawn down if the year 1 targets are met);
  - Approximately £620 per year to cover travel and subsistence rates for programme management visits to Warwickshire by 'national' Community Catalysts.
- 2.2 These costs will be met by Strategic Commissioning and were a condition of the application process. The financial contribution of the council unlocks IRO £60,000 p.a. of match funding from Power to Change and is therefore very favourable to us.
- 2.3 There are other resource implications for the council in terms of officer time to support the project. This will likely be concentrated during the start-up phase (now to September 2017) and reduce over the life of the project to a lower level. Officer time will be drawn mainly from Community Safety & Locality Working (Communities) and Strategic Commissioning (People).
- 2.4 It is hoped that the development of several community-led businesses in key areas of social care activity will make an increasing contribution to the landscape of local health and care opportunities over time. Should the established community businesses be in associated fields of interest, there is genuine potential to redesign council services to take account of the alternative opportunities offered by community providers. This should not, however, be seen as a quick solution as services will take time to grow.
- 2.5 We have consulted with WCC Legal, Strategic Procurement and Insurance services and have not identified any areas of concern in progressing with this activity.
- 2.6 The risks to the council in proceeding with the Community Catalysts project are identified outlined below along with mitigation proposals:

Risk	Mitigation
Failure to recruit adequately qualified local Catalyst to deliver the project in Warwickshire.	Support from the national Community Catalyst programme and its strong reputation will attract candidates from a larger pool.
Failure to identify suitable local entrepreneurs/communities with an interest in serving the health and social care market.	The programme will be able to widen its net to other forms of community business that may still benefit local people and council interests (e.g. 0-5s, social hubs, community shops).
Failure to identify suitable local entrepreneurs/communities with an interest in delivering any sort of community	Community intelligence tells us this is unlikely. However if it happens, this will provide the council with vital understanding about the (lack of) willingness or ability of people in Warwickshire to take over

business.	services, and support the future planning process for service redesign.
The year 1 target of 2-3 business set-ups is not met, so year 2 funding is not made available.	As above. However, we are likely to be able to negotiate support for community businesses from other support providers should Community Catalysts withdraw having set up at least 1 business.
Council officer/funding continuity of support are disrupted due to leaving, long term sickness, or priority changes.	The funding will be ring-fenced for the 2-year period within the budget. A management board will oversee the project and it is unlikely that all parties will be affected by continuity issues.
The programme receives poor feedback or reviews.	We withdraw from the programme, or do not seek to continue its work at the end of project life.

### 3.0 Background papers

None.

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

Councillors Jose Compton and Les Caborn (Portfolio Holders taking the decision).

Adult Social Care and Health OSC spokespersons:

Councillors Alan Webb, Mike Perry and Kate Rolfe