

**CALDERDALE MBC**

**WARDS AFFECTED:**

**ALL**

**ECONOMIC INVESTMENT PANEL      5<sup>th</sup> September 2017**

**Report of the Acting Director for Communities & Service Support**

**SUPPORT FOR COMMUNITY ENTERPRISE/RESOURCE ANCHORS**

**1.     ISSUE**

- 1.1     This report updates members on work delivered by Locality to support community enterprise on behalf of Calderdale Council and supported by the Economic Taskforce during 2016/17. As the funding agreement with Locality for this work finishes on 31<sup>st</sup> August 2017, members need to consider if there is continued need for this type of support in Calderdale and how this should be funded.

**2.     NEED FOR A DECISION**

- 2.1     Cabinet approved funding for Locality to deliver a programme of support for community enterprise organisations at its meeting of 8<sup>th</sup> August 2016 following a recommendation by the Economic Investment Panel (EIP). As the current funding agreement is due to finish a decision is required about the future of the service.
- 2.2     In 2014 Locality was awarded the contract for 2014/15 following a competitive process. The service was subsequently extended until end of August 2017 with an option to extend for a further 12 months until the end of August 2018. If Members agree that there is continued need for the service and wish to extend funding to Locality to deliver this service.

**3.     RECOMMENDATION**

It is recommended:

- 3.1     That the Economic Investment Panel continues to support community enterprise in Calderdale by extending the existing contract with 'Locality' until the end of August 2018 at a cost of £20k to deliver a programme of work as set out in Appendix 2.

#### 4. **BACKGROUND**

4.1 Calderdale Council has been working with 'Locality' since 2011. Locality is a nationally recognised, membership based organisation with national strategic and operational links to Government policy on localism and the implementation of community rights, strong regional links with key community development organisations and have a number of members based in Calderdale, putting them in a uniquely strong position to support sustainable community enterprise.

4.2 Over the past 6 years, the support provided by Locality has created a positive focus on strategic collaboration with the community enterprise sector and provided some critical support for key community enterprise organisations across the Borough.

4.3 It also created opportunities for community organisations to share developments and for national agendas like the implementation of the Social Value Act and Localism Act to be addressed.

4.4 Since 2016 the programme of support has focussed on six main areas with larger community enterprise type organisations:

- AGM support,
- New legal structures
- Funding bids, asset transfer
- Business plans
- Sustainability plans

#### 4.5 **What has been achieved in 2016/17**

4.6 Day to day monitoring of the agreement has been carried out throughout the year by the Business and Skills team in the Economy and Environment Directorate. A summary report submitted by Locality outlining delivery since September 2016 is attached at appendix 1.

#### 4.7 **Key impacts:**

4.7.1 In broad terms the impact has been Calderdale community organisations punching above their weight and becoming visible on the national DCLG stage, this year we have been a pilot authority in the Keeping It Local action learning research and Power to Change programmes. Calderdale continues to be recognised as a leading local authority on localism agenda reflecting local appetite and engagement – We know that Locality continue to receive Community Rights enquiries and we have registered 9 assets of community value, on par with bigger local authorities in the region

4.7.2 We have continued to support a programme of community asset transfers – in the last year the focus has primarily been on support for the Space at Field Lane Rastrick and on-going support for Centre at Threeways.

- 4.7.3 As one of the largest asset transfers in the UK, Centre at Threeways has required significant support from Locality to ensure a sustainable future. This has included support with complex HR issues, changes to the Board and helping them to manage a shortfall in funding. Locality has supported this group through its 'lifeboat scheme;' developing a 3 year recovery plan, working closely with the board to implement the recovery plan, supporting recruitment of development manager, developing funder relationships and improving governance of the organisation.
- 4.7.4 Locality have also been working closely with Calderdale Council and 5 other pioneering Local Authorities on an Action Research project called "Keep It Local", to test how Community Anchors play a role in local economic resilience, develop tools to help strengthen their impact and overcome barriers to commissioning locally. A working group including Business and Skills, Procurement, Adult and Children's Commissioning and Communities has been created to help advise the project and understand what it means for Calderdale. The outcomes will be available from September and recommendations have been made about how to implement the findings, which Locality support would be invaluable.
- 4.7.5 There has been additional support provided to Community Groups and Hubs that were affected by the 2015 floods to help them become more resilient, including working with groups such as the Mytholmroyd Community Association on the running of their AGM, dealing with insurance companies and their governance going forward, alongside support for an umbrella organisation for Mytholmroyd, the Regeneration Partnership. The Partnership has had legal structures and strategic planning and they are about to become a Charitable Incorporated organisation.
- 4.7.6 Locality have also established a network for these community or 'resource anchor' organisations to build capacity and opportunities for peer support and development. The network has agreed a 'vision' for how they would like to work together and opens up opportunities for potential collaboration with public sector partners. Four of these Community Anchors have worked with the Council and CCG to obtain continuation funding for the 'Staying Well' programme and are receiving ongoing support to build community networks that will help keep older people safe and well in their neighbourhoods, responding to the national campaign on loneliness.
- 4.7.7 Finally during the past few years Locality has continued to help local organisations secure just over £1.4m including significant funding to the Centre at Threeways, this includes £300,000 Big Lottery revenue grant for Mixenden Parents & Resource Centre and £200,000 Power to Change Grant for the Incredible Edible Aquagarden. In particular an additional £110 k has been secured in the first 9 months of the contract. This builds on a longer term track record of securing inward investment to community organisations in Calderdale.

## **5 OPTIONS/DETAILED PROPOSAL**

- 5.1 It is requested that members consider the value of continued specialist support for community enterprise in Calderdale:
- 5.2 As set out above this work has been delivered successfully by Locality and feedback from organisations in receipt of support provided by Locality has been extremely positive.
- 5.3 The return on investment from the contract has been considerable, with a track record of securing match funding and inward investment: Since 2015 alone Locality has helped organisations in Calderdale secure over £1.41m investment in return for the £40k grant awarded by the Council. The investment is therefore good value for money for the Council.
- 5.4 There is continued demand for the specialist support that has been provided by Locality by a number of community enterprise organisations based in Calderdale. Locality has established key relationships with key critical organisations which enable them to provide targeted support unavailable via other routes. In particular there is a need for strategic support at critical points for organisations involved in community asset transfers such as Centre at Threeways and Sowerby Bridge Fire and Water. These organisations are key to building capacity and resilience in communities and can potentially help the Council deliver on a number of strategic agendas and manage demand for public services. For example by acting as hubs for community provision, integrating services with health in communities, volunteering and business incubation.
- 5.5 Locality has also provided nationally regarded specialist support to the council to enable it to move forward on some key agendas such as ethical finance/social investment, social value and inclusive growth. Looking forward there are a number of areas of public service reform where the Council would benefit from ongoing strategic advice, for example on the development of community libraries, opportunities from social investment.
- 5.6 Locality is particularly well placed to provide the type of support required and have indicated that similar services could be provided by them in Calderdale for approximately £20k per annum. This level of funding will need to be focussed on those organisations and projects with the biggest potential impact in communities.
- 5.7 Locality are able to provide the support and guidance to Calderdale Council to implement the learning and recommendations of the 'Keep it Local' project which works on local economic resilience and is in keeping with the key priority areas for the Borough. The continuation of research, such as looking at the Local Multiplier effect for the Council to track spend and how much is spent locally and how much leaks out of the Borough would be a particular area.

## **6 FINANCIAL IMPLICATIONS**

- 6.1 At the present time, the full uncommitted balance in relation to the Economic Investment Fund is in the region of £450k.
- 6.2 We are approaching EIP for as a suitable source of revenue to continue the work to develop and support community enterprise in Calderdale. This is key to our overall strategy for social value and inclusive growth.
- 6.3 The Council procured the most recent contract in 2016/17 with an option to extend for a further 12 months at a cost of £20K per annum.
- 6.4 In view of the specific circumstances set out under the Options, it recommended that the Council extend the grant to Locality for 1 year via a Chief Officer Waiver which will enable the Council to continue to progress the work undertaken so far.
- 6.5 During 2017/18 we will continue to review the Council's relationship with Locality to ensure that our approach remains value for money and a good fit within our wider work in localities. In this funding is approved we will put together specification for the contract and delivery plan setting out continued support for community anchors but also setting out clearly how this support will fit within our wider approach to social value and work to develop an inclusive growth strategy for Calderdale.

## **7 CONCLUSION**

- 7.2 The availability of specialist support for community enterprise and resource anchor work has been beneficial and the extension of further assistance is recommended.

Sian Rogers  
Policy and Projects Manager, Communities  
23 August 2017  
Email: [sian.rogers@calderdale.gov.uk](mailto:sian.rogers@calderdale.gov.uk)  
Tel: 01422 393227



# COMMUNITY ANCHORS SUPPORT Year 6

Place-based community action and enterprise

---

## July 2017 **PROGRESS REPORT**

This year has seen targeted intensive support to community organisations in need, and a closer partnership with the Business & Economy team.

### 1. **Practical 1 -1 specialist support**

- AGM support
- asset transfer
- new legal structure
- business plan
- funding bids
- sustainability plans

to

- Centre at Threeways
- Mixenden Parents Resource Centre
- Mytholmroyd Community Association
- Mytholmroyd Regeneration Partnership
- Halifax Opportunities Trust
- Luddendenfoot Community Association
- BASH Local (Brighouse)
- Space at Field Lane (Rastrick)

### 2. **Highlight: In-depth support**

In the first 9 months of the year, Locality supported community organisations in 3 particular areas of need.

#### **Mytholmroyd**

In the aftermath of the floods, the community association had to deal with insurance companies to reopen, and having lost paperwork and a lot of time needed advice on the running of their AGM, and their governance going forward. Locality attended many meetings and worked closely with the Communities Officer based there, Shafiq Ahmed.

A newly reinvigorated umbrella organisation for Mytholmroyd, the Regeneration Partnership, asked Locality for advice on changing their legal structure and strategic planning for development trust/ community anchor type organisations. They are about to become a Charitable Incorporated organisation, and are already helping many projects in the town, including the above-mentioned one.

## Ovenden

Centre at Threeways have experienced difficulties in developing what is still considered to be one of the largest asset transfers in the UK.

The site is huge, and due to shortages in grant funding, the organisation has only been able to develop parts of the site - which means income is not coming through as fast as they had hoped.

They were also hampered by floods and HR issues, meaning the volunteer board have lacked capacity in human and physical resources to deliver their mission up to date.

Locality have worked extensively to support them with:

- developing a 3 year recovery plan
- servicing the board and subcommittees as an advisor and minute taker
- recruiting a new Development Manager for the organisation to take the recovery plan forward
- brokering the relationship with partners and funders in the area
- offering external advice from other Locality members and community enterprise leaders
- offering professional advice from legal and HR specialists
- improving the governance of the organisation, including the membership structure

## Elland

Locality supported Calderdale Council to apply for the DCLG Communities Fund to try and fund a legacy programme to Our Place Elland <http://ellandourplace.co.uk/>, to help local residents into employment via community organisations such as Elland & District Partnership and North Halifax Partnership.

Unfortunately, the bid was unsuccessful due to the large amount of applications.

## 3. Strategic support

### Community Resource Hubs (CRH) Network

The network was formed in 2013. The hubs are still meeting regularly (6 times a year), and in ongoing contact with each other along the following aims:

- 1) To provide peer learning/sharing/benchmarking opportunities within this network and with other networks
- 2) To test an exciting model of community hub consortium for innovative delivery of local public services
- 3) To provide a collective voice to local government to inform, shape and influence local public service delivery, attract inward investment and effect positive social change

## Community anchors commissioning

Four of the community anchors from the Staying Well programme have worked with the Council to obtain continuation funding.

## Investment working party

Hugh Rolo, Head of Development and Social Investment at Locality has been supporting Council officers and the Calderdale Community Foundation think through ways of bringing more social investment into Calderdale.

## 4. Attracting inward investment

Over the last few years, Locality have used influence, contacts and local intelligence to bring in extra programmes and resources into Calderdale

Organisation	Level of investment (approx.)	Notes
Centre at Threeways	£800,000  £150,000	£500k Power to Change grant & £300k Key Fund loan;  new £150k Power to Change Grant TBC 18 <sup>th</sup> July
Mixenden Parents & Resource Centre	£300,000	Big Lottery revenue grant
IE Aquagarden	£200,000	Power to change grant (including support grant variation to increase revenue funding)
Luddendenfoot Community Association	£12,000	Bright Ideas support and Feasibility grant to develop community café idea
Calder Valley Land Trust	£88,000	Big Potential support to develop community led housing in Hebden Bridge
<b>TOTAL</b>	<b>£1,410,000</b>	

## 5. Putting Calderdale on the map regionally

Social Enterprise Yorkshire & Humber together with Locality have worked closely with Calderdale Council to host the Social Value 17 event in Halifax where both CEO and Leader spoke <https://www.eventbrite.co.uk/e/social-value-conference-2017-tickets-34686024834>

## 6. Putting Calderdale on the map nationally

### Community anchors policy



Support to officers in developing what we think is the first community anchors policy in the UK! <http://locality.org.uk/locality-consultancy/case-studies/community-anchors-calderdale/>

## Keep it Local Programme

Locality is now working with six pioneering local authorities (Bradford, Bristol, Calderdale, Dorset, Hackney, Shropshire) and community anchors in their areas to test these ideas in practice and showcase better commissioning solutions. The action research project, supported by the Friends Provident Foundation, will:

1. Demonstrate the role that community anchor organisations play in local economic resilience and develop tools to strengthen their impact.
2. Overcome barriers to commissioning locally and develop a framework which can be used to commission for economic resilience.

Calderdale is spearheading a network of local authorities in the UK  
<http://locality.org.uk/our-work/campaigns/keep-it-local/>

Findings so far from this programme can be found here:

Area	Questions Tested	What has happened?	What next? Legacy
Economic Resilience	What makes a economic resilient place?  What do community anchors contribute to a resilient economy?  How do we pick this up and use this in our commissioning?	London workshop – economic resilience framework	Create some thinking for Town Boards
Social Impact Measurements	How do we measure that?  What are we doing currently? The current social impact policy.  Not a consistent approach across the Council	LM3 (HOTs)  Looking at if we have this for the Council also (LM3)	Explore how the impact of wider benefits could be gathered possibly by contract monitoring meetings – or a yearly audit.  Explore the possibility of using the economic resilient framework as a measure of social impact  To inform social value framework by holding a conversation of what social value means – wider context
Commissioning and Procurement	Where is our procurement and commissioning at now?  Where do we want it to be?  Not a consistent approach across the Council.	Procurement Workshop with Neil Coulson and Bradford Council  Live commissioning project – committed to test through Voluntary Sector Infrastructure services re-commissioning	Review of where CMBC £ is spent locally and what is leaking out?  Commitment to make changes once we have the evidence prior to undertaking the review.  Workshop with partners, procurement and legal (Neil Coulson?) to test how we use this wider, what the barriers are and how they can be addressed.

## Localism Commission

Alison Haskins from Halifax Opportunities Trust is a representative on our national Localism commission chaired by Lord Kerslake - former Head of the Civil Service and President of the Local Government Association - the Commission brings together community organisations, parliamentarians, local government leaders, and policy experts.

<http://locality.org.uk/our-work/policy/localism-commission/>