Summary: This is an agenda pack for a meeting for the Building Sustainable Communities Scrutiny Inquiry Panel taking place on the 30 June 2016. The main item is looking at community action.

Date: 30 June 2016

Time: 10.30am

Venue: Councillor Meeting Room 235, Guildhall, Swansea

Members of the Panel:

<table>
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<tr>
<th>Cllr Terry Hennegan (Panel Convener)</th>
<th>Cllr Lynda James</th>
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<tr>
<td>Cllr June Burtonshaw</td>
<td>Cllr Anthony Colburn</td>
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<td>Cllr David Cole</td>
<td>Cllr David Lewis</td>
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<td>Cllr Chris Holley</td>
<td>Cllr Gloria Tanner</td>
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<td>Cllr Wendy Fitzgerald</td>
<td>Cllr Mike White</td>
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<td>Cllr Keith Marsh</td>
<td>Cllr Phil Downing</td>
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Copies of Agenda for information to:

Alex Williams – Head of Adult Services (Lead for Building Sustainable Communities priority)
Tracey McNulty – Head of Culture and Tourism (Lead for Community Action Strand)
Mike Hawes – Director of Resources

AGENDA

<table>
<thead>
<tr>
<th>No.</th>
<th>Item</th>
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<tbody>
<tr>
<td>1.</td>
<td>Apologies and declarations of interest*</td>
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<td>2.</td>
<td>Summary of Key Findings – Building Sustainable Communities Scrutiny Inquiry</td>
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<td></td>
<td>Also attached</td>
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<td>– Full Evidence Pack</td>
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*Please note members should declare personal and prejudicial interests and party whipping in the usual manner

Contact: Michelle Roberts, Scrutiny Officer
☎ 01792 637256
Email: michelle.roberts@swansea.gov.uk
EVIDENCE PACK

Building Sustainable Communities through Community Action Scrutiny Inquiry

The Building Sustainable Communities Scrutiny Inquiry Panel
City and County of Swansea - Dinas a Sir Abertawe

June 2016
SUMMARY: This is the evidence pack for the scrutiny inquiry into building sustainable communities through community action. It includes all of the evidence collected by the scrutiny councillors at meetings, through research and from submissions. The scrutiny councillors will present their conclusions and recommendations in a separate report based on this evidence.
Contents

a. Introduction

b. Timetable of Work

c. List of Appendices

1. Notes from Working Group meeting on 26 November 2016
2. Notes from Panel meeting on 27 January 2016
4. Notes from Panel meeting on 3 February 2016
5. Notes from Panel meeting on 3 March 2016
6. Notes from Panel meeting on 15 March 2016
7. Notes from Panel meeting on 14 April 2016
8. Notes from Panel meeting on 27 April 2016
9. Notes from Panel meeting on 18 May 2016
11. Setting Out: Establishing and Developing Community Groups, Swansea Council leaflet
12. Building Sustainable Communities Corporate Priority
13. Revised structure and delivery model for Communities First
14. Good Practice examples
15. Community Action Survey results
A. INTRODUCTION

This pack draws together, in one document, all of the published evidence for the Scrutiny Inquiry into building sustainable communities.

Over the last 6 months a panel of scrutiny councillors have been looking into many aspects of building sustainable communities in relation to community action.

Specifically they have been looking to answer the question:

*How can the council best support residents to run services in their own communities?*

**Lines of Inquiry**
The panel specifically looked at the following aspects:

- **What does the community action strand mean in practice:** what is the Community Action Strand and how does it help to Build Sustainable Communities?
- **Level of support:** what level of support will the authority provide
- **Transition:** how do/will the transition of services from the local authority to communities actually work in practice and are the processes effective
- **Finance:** how will the transition and support be financed
- **Cross Authority/agency working:** how do we/will we work across the authority and with others to deliver the community action schemes?
- **Working with Communities:** how are we working with local communities to develop this strand
- **Impact:** What has been the impact of community action schemes to date
- **Good Practice:** look at successful and unsuccessful community action schemes and good practice here and elsewhere
- **Sustainable:** how do we/will we ensure continuity of the service provision

**Intended Impact and Contribution**

This inquiry intended s to support the work of the council by:

- Drawing together some general principles for the development of the Community Action Strand
- Offering proposals for improvement in the long, medium and short term
- Providing a councillor perspective on how well the aspect is working
- Pointing to good practice examples
- Sharing of views of different people involved within this aspect

All of the papers for the inquiry have been published on the Scrutiny pages on the Council Website at [www.swansea.gov.uk/scrutiny](http://www.swansea.gov.uk/scrutiny).

Please direct any enquiries to scrutiny@swansea.gov.uk

The final report for the inquiry, including conclusions and recommendations, is expected to be published in August 2016.
## B. TIMETABLE OF WORK

<table>
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<th>When / Where</th>
<th>What / Who</th>
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| Pre Inquiry Working Group 26 November 2015 | • Overview of service by Tracey McNulty, Lead for Community Action Strand  
• Discuss whether to hold inquiry |
| Planning the Inquiry 14 Jan, 10.30am | • Discussion of key question, lines of inquiry and evidence gathering  
• Call for evidence  
• Survey questions and email questions for councillors |
| Survey | Sent out survey to councillors, community councils, community groups (with closing date for receipt of survey of end of March) |
| Evidence gathering | |
| Meeting 1 27 Jan, 10.30am | • Community Transformation Fund and how the project is connecting with poverty agenda - Sarah Crawley  
• Legal – how we are preparing for and currently dealing with the legal aspects of community action (given that this will increase) – Patrick Arran |
| Meeting 2 3 Feb, 10.30am | • Roundtable meeting with different people working in the community including: community connectors, local area co-ordinators and SCVS |
| Meeting 4 3 Mar, 10.30am | • Roundtable meeting with different people working in the community including:  
Communities First community engagement officer, community development officer, area co-ordinator and a housing tenancy support officer |
| Meeting 5 15 Mar, 10.30am | • Look at wider aspects of building sustainable communities including understanding the national influences on the local agenda. Discuss corporate view and policy priorities (Cabinet Member and relevant corporate priority lead officer) |
| Meeting 6 14 Apr, 10.30am | • Communities First – how connecting with and using communities first in relation to community action (Sarah Crawley, Head of Poverty and Prevention). |
| Meeting 7 27 Apr, 10.30am | • Consider the results of Panels survey of councillors, community councils and community groups.  
• Desk based research examples elsewhere in Wales and wider |
| Meeting 8 18 May, 10.30am | Roundtable with representatives from Community Centres and a representative from Corporate Property Services |
| Finalising Inquiry | |
| Meeting 9 30 Jun, 10.30am | Draw together evidence and discuss emerging themes arising from the inquiry. |
Building Sustainable Communities Scrutiny Inquiry
Overview of subject and evidence summary
26 November 2015

In attendance, Councillors
Terry Hennegan (Convener)
David Cole
Lynda James
Chris Holley
Wendy Fitzgerald
Gloria Tanner
Mike White

Scrubtiny Officer: Michelle Roberts

Discussion with:
- Tracey McNulty, Head of Cultural Services and Lead for Community Action Strand of Sustainable Swansea
- Sue Reed, Community Buildings Development Manager

Evidence Given

TM
- We need to build and support sustainable communities because this will result in better outcomes for people and reduce the cost of services.
- Current models of service delivery are unsustainable and not always provide the best outcomes for people.
- Community Action is specific to delivering the Sustainable Swansea work-stream for New Models of Delivery, as a means of sustaining present services despite financial reductions.
- This new approach to delivering change will be done through the sustainable Swansea new models of delivery, community action strand.
- Community Action is a complex process to achieve and requires a commitment from a wide number of stakeholders/partners to achieve
- Community Action stream relates specifically to current services that the council may no longer be able to provide. This will be developed in partnership in recognition of the fact that communities and third sectors have a role to play in developing, supporting and delivering our shared outcomes.
- We need to build relationships between residents, other organisations and the council. Must be underpinned by trust and respect.
- The purpose is to develop strong, empowered and cohesive communities which bring people together, influence decision making and lead community action, taking more responsibility for community initiatives and issues.
- Some resident groups/organisation will need a lot of support build capacity, and assets and to sustain services over the longer term.
- The commissioning programme taking place across the council will look at different options and potential models of service delivery. Look to ensure that we have a broad spectrum of services across Swansea in whatever why they are delivered.
- Many of the services currently being looked at are within cultural services because they have just gone through the commissioning review recently. There
is also a lot of existing organisations in this sector that may potentially be interested.

- To help maintain important local services there will be a need to be radical in looking at different ways of delivering them. A partnership with local communities will offer a solution to keeping certain services running but various areas have different needs and local capacity to respond varies.
- Community Action means recognising we should let go of some of our responsibilities and devolve them to those local communities who want to take ownership of certain services. Examples of these are new licensing for the running of community buildings, lease to Bowling Greens.
- The leadership role of local elected members, who are closest to our communities, plays a vital part in promoting and supporting the work of these community based groups.
- A Community Action Transformation Fund has been created to support the delivery of the aims of the Community Action strand. In particular, funding will be aimed at proposals from community groups to: develop proposals to run council services locally and/or facilitate the transfer of community assets.
- The following have been agreed as the Community Action Principles.
  1. Involve people at the start to find out what they need
  2. Support people to work independently so that we can do less
  3. Prototype, pilot and learn as we go
  4. Work in a consistent way remembering that every community is different
  5. Respect and appreciate people for the contribution that they make
  6. Be open and transparent in our work
  7. Be up front and honest about the challenges ahead
  8. Work with existing groups and support them to develop
  9. Be inclusive
  10. Work in partnership
- The next steps for the Community Action Strand will be:
  - Community Engagement
  - Creation of a methodology framework and toolkit
  - A marketing campaign to raise awareness and build appetite for community action initiatives
  - Collaboration with the third sector and communities.
- Sometimes the trust building dialogue process can be greater the product but it is more that the financial outcomes it is about building community confidence and resilience, it is good in the longer term.
- It is about thinking differently about communities and how they work.
- We learnt a lot from the process with Underhill Park and this has also informed how we progress in the future.

LJ
- Must ensure that all officers are keeping up to date and communicating with each other across the organisation.
- Process particularly legal need to be quicker and more responsive to requirements of community action.

SR
- Model constitution is used when working with community groups. It is very similar to the one used for Community Centres in the past, so have not needed to reinvent the wheel for this aspect.
TM
- We will need to consider what our role will be in the future given that there are up to 50% financial reductions in some areas. It will mean more on and use off website but it is all new and a learning curve.

MW
- Do have concerns about the sustainability of services that may be community run.

WF
- Many areas are already managing own facilities and could be used as example. More sharing of experience is needed.

DC
- Need to increase multi agency working in this aspect.
- Need to include and involve community councils in community action

GT
- Must ensure good publicity goes out to communities. Encouraged to hear that this is planned. Pleased to hear that once areas have been identified locally based publicity along with wider community publicity will take place.
- Pleased with principles outlined in the report will help with ward work and useful for the future.

TM
- Working closely with poverty and prevention in this area.

TH
- We need to be better at sustaining groups. It is difficult to build trust especially if they have had less encouraging experiences in the past.
- Takes time to build up trust and develop relationships.

DC
- Processes can be long and wieldy in the council, need to change the culture to be quicker and less process heavy especially for smaller groups/projects.

TM
- Important for councillors to have all the information and for everything we do to be open and transparent.
- Need to work to make it easy for people to make groups sustainable i.e. less bureaucracy for smaller groups/orgs.

CH
- Council not good at getting others to run stuff, it is a cultural issue. Need to learn from good practice example and learning from experience like Forge Fach and Canoldre Centre.
- Important to look at how to generate interest in taking on activity, working with communities first important.
- Valuing an asset is important not just the financial value but the community value must be considered.
- Need to think about what the Council wants from communities. Need to accept that we want others to run services otherwise things will not move on.
Panel needs to speak to people working in the community like community connectors, local area co-ordinators, housing.

WF
- Inquiry should include views of councillors across Swansea. Contact them with some questions to feed in.

Next Steps...

Following the evidence session the Panel agreed the following:

1. To complete in-depth inquiry into building sustainable community with particular emphasis on community action.
2. To include the following aspects in the evidence gathering:
   a) Consider examples of what is already happening in communities, good practice (ward work, Forge Fach and Canoldre Centre, also desk based research)
   b) Seek views of community councils - survey
   c) Community Transformation Fund and how project is connecting with poverty agenda (Sarah Crawley)
   d) Communities First – how connecting with and using communities first in relation to community action (Sarah Crawley)
   e) Legal – how we are preparing for and dealing with legal aspects of community action (Patrick Arran/Legal)
   f) Speak to Community Connectors, Local Area Co-ordinators and housing
   g) Look at wider corporate priority in relation to building of sustainable communities and the support for new/different services (wider than community action which is about current services) - Alex Williams
   h) Seek views of councillors – set of email questions
3. The terms of reference/scope and work programme document be put together for discussion, to be circulated by email in first instance.
Building Sustainable Communities Scrutiny Inquiry

Overview of subject and evidence summary

27 January 2016

In attendance, Councillors
Terry Hennegan (Convener)
David Cole
Lynda James
Chris Holley
Wendy Fitzgerald
Gloria Tanner
Mike White
Scrutiny Officer: Michelle Roberts

Apolgies: Cllrs June Burtonshaw, Wendy Fitzgerald, Gloria Tanner, Mike White

Discussion with:
- Patrick Arran, Head of Legal and Democratic Services
- Sarah Crawley, Head of Poverty and Prevention
- Spencer Martin, Third Sector Co-ordinator

Evidence Given

Legal aspects of community action
Patrick Arran, Head of Legal and Democratic Services attended the Panel to discuss the legal aspects of community action.

PA
- Community Asset Transfer and community action. Many aspects need to be considered including financial, governance and mechanics of the deal. A variety of legal implications can arise from such transactions.
- Communities are not always clear at the outset of what they want and there can be an assumption that the asset will be gifted. Important applicants are advised properly at the outset.
- A Community Asset Transfer (CAT) occurs when a Public Sector body, usually a Local Authority, passes on the management and/or ownership of a facility to a community group
- Difficult/time consuming for legal if idea is not properly formulated and is negotiated as it develops. Would be best if legal were involved towards the end when the proposal is fully formulated.
- Underhill Park is a good example that changed as the application progressed
- A protocol has been created which is to be endorsed by Cabinet on 18 February. Its main purpose will be to outline the way Swansea does business in relation to Community Asset Transfer.
- Suggest the panel also speak to operational manager Geoff Bacon.

AC
- Can be difficult for community and town councils to fit into the timescale need to consider. Community Councils will fix their budget by January and then they will
not be able to make any decisions about taking on anything until the following year.

- How can this be solved (possible recommendation around timing, re planning ahead/removing potential blockages?)
- Council needs to communicate what it intends to be better so communities know what asset are being considered (communication).

**KM**

- It is difficult to set community council budget when you do not know what is going on, need to plan ahead better. Community Councils could use their reserves and adjust their budget the following year.

**CH**

- Glad exit strategy was put into the protocol. Cannot just assume that if an organisation discontinues that we will take the services, it is clear we will only take back the asset and any debt is then up to the organisation to sort.
- Important that we monitor the use of the asset too.
- Organisations will have interest in the lease not the building?

**PA**

- Most funders will be looking for a lease of at least 25 years although some small groups have leased for shorter periods. Important to weigh up length of lease as part of the overall risk analysis of the application.

**AC**

- Need to see a list of the assets that can realistically be taken on. A firmer list of genuine buildings and services that are going to be open for disposal rather than a list of everything. Then organisations can seriously consider that list and possible options.

**SC**

- Early conversations and advice is given to potential applicants by poverty and prevention, providing a first step going forward.
- Considering the community benefit that would come out of wellbeing clause. Need to consider the community benefit for the whole community vs the individual organisation.

**PA**

- We have a wide variety of specialisms within legal, in house, including a property team. We are looking to recruit one more property lawyer on a fixed term contract to help with the community asset transfer workload. We will make an application from the community transformation fund to finance this.
- In context, there is a target of 50% cut across business support over the next three years and the vast majority of admin resource will be gone. Expectations will therefore need to be managed carefully.
- There has been a huge increase in applications with 50 coming in one go recently

**AC**

- Do we buy in support externally for legal support?
PA
- Do use private sector at times. They can be quicker but are definitely not cheaper. Can demonstrate that property advice in house is cheaper than the private sector. Cheaper to get a person in on a fixed term contract to do the work.

The Community Action Transformation Fund
The Head of Poverty and Prevention and the Third Sector Co-ordinator attended the panel to discuss the transformation fund.

SC
- The transformation fund sits under the Third Sector Funding within Poverty and Prevention. It is overseen by 3 Cabinet Members including: Cllr Rob Stewart (Cabinet Member for Finance and Strategy), Cllr Clive Lloyd (Transformation and Performance) and Cllr Will Evans (Anti-Poverty).
- Transformation Fund was set up in 2014 with the purpose of assisting groups to take over services and facilitate the transfer of community assets.

SM
- Not all asset transfers go through this fund. Many will continue without any involvement of this fund and will use other funding sources such as lottery fund etc.

SC
- A lot of applications have been sports based because the leisure department have been proactive. Would like to see more community and voluntary groups apply especially in more deprived areas. More locally based services in communities.

SM
- Community Action is a new way of thinking for the council and for organisations so we must ensure that we do it right

TH
- Communication is the main issue, getting people to understand what community action is and how to apply for the transformation fund. More awareness of this by tenants associations would be beneficial including using Open House newsletter to get message out.
- Pre-decision on Underhill Park should be seen as a good use of scrutiny time.

Next Steps...
- The next meeting will be held on the 3 February and will be a roundtable meeting with Swansea Council for Voluntary Services, a local area co-ordinator and a community connector.
- A meeting on the 17 February has been arranged to speak to Geoff Bacon, Head of Corporate Property.
Aims and Purpose of the Community Action Transformation Fund

The Community Action Transformation Fund (CATF) has been created to support the delivery of the aims of the Community Action strand. In particular, funding will be aimed at proposals from community groups to:

- Develop proposals to run Council services locally and/or
- Facilitate the transfer of community assets.

Therefore Community is defined as: more than one individual within their local area of residence who shares a common purpose with others.

Essential Project Criteria

- Applicants **MUST** work in partnership with the City and County of Swansea Department with the responsibility for the asset or service under question when developing their application and prior to submission. Applications not supported by Departments, or when the council has no knowledge of the plans prior to submission will not be supported by the Panel.
- All applications must demonstrate how the council will save money by transferring the asset or service – this saving should be easily identified in council budgets and savings easily tracked by the External Funding Panel – applications which do not directly save the council money are unlikely to be successful.

What can the Fund be used for?

The sort of things that the Fund can be used for include (not exhaustive):

- Support to develop a business case expanding levels of community action, and/or providing a community based model of service delivery
- Funding for a local community engagement exercises to ascertain and develop levels of community involvement and engagement for community led services
- Support the development of co-produced services with the community and voluntary sector
- Work to set up a community trust to provide a community based service
- Training local people to run services or manage a facility, resulting in the Council withdrawing resources over time, or transferring assets.
- Evidenced costs in developing a business plan for future service delivery including market research, accountancy and legal costs.
- Potential initial set up costs, including engagement, training, capacity building.
- Support for professional advice
- It is anticipated a majority of supported projects will be based on revenue funding, however capital funding will be considered if the expenditure can demonstrate a long term saving or that an innovative project can be developed with some investment in capital expenditure.
The Fund will complement existing initiatives, but will also be used for different things, rather than simply be additional money for existing services. In other words, we are looking for innovative bids which offer new solutions and build on community action.

Principles underlying the fund:-

1) The Council will either reduce or withdraw from service provision across many current activities due to budget and hence service constraints.
2) The Council recognises the value of those services to the Community (either geographically or in the wider sense in terms of a user community), and wishes to encourage the continuation and development of those services through a different model delivered specifically by and through the Community.
3) The Council will not be able to support the cost of services going forward however delivered. (Unless they are directly commissioned or procured from the Community based provider)
4) The Council is willing to consider applications from interested parties who express an interest in continuing elements of service delivery which may or may not involve the use of current Council assets.
5) The Council will not retain any continuing liability for services or assets once transferred

CATF to Date;

There have been three Funding rounds, December 2014, March 2015 and September:

17 Applications Received in total
9 Applications approved to the amount of £171,301
8 Applications refused or deferred for further information

All applications are listed and summarised in Appendix 1

CATF 2015/16

One further round is arranged for the 2015/16 financial year, the closing date for which is March 4th 2016.

The application pack has been amended from lessons learned in the previous rounds – including greater emphasis on the requirement to clearly demonstrate savings to City and County of Swansea and that all applicants have to consult with Departments/officers currently managing the asset or service in question.
## Appendix 1

### Community Action Transformation Fund

#### Round 1 December 2014

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<th>No</th>
<th>Group</th>
<th>Proposal Synopsis</th>
<th>Amount</th>
<th>Decision</th>
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| 01 | Friendship House – Friends of the Young Disabled | **Friendship House Building Manager**
   To employ a member of staff to manage the Friends of the Young Disabled building for an initial period of two years. The building although well used by groups and their members has numerous vacant time slots. These unused timeslots can be utilised to alleviate pressure on, or even take over the function of, City and County of Swansea Day centres. Volunteers who currently manage the facility are not able to manage the centre to its maximum capacity. | £15,000 | Refuse – Incomplete application form and information – no clarity about how this saves the council money – not linked to council services |
| 02 | Bonymaen RFC | **East Side Academy For Sport**
   The application is to fund a feasibility study for a proposed project entitled the ‘East Side Academy for Sport’. The project proposes that a transfer of asset via the granting of a long lease from City and County of Swansea will enable Bonymaen RFC to relocate from its current Parc Mawr ground to Cefn Hengoed Community School. The Rugby Club is to develop and expand the facilities at the school to the benefit of the RFC, school, other sports/teams and wider East Side community.

   It is proposed Bonymaen RFC club would sell its current ground and use proceeds as matching funding for bids to funding programmes to meet the total cost of the project.

   The project estimate will form a vital element of the feasibility study, it is | £20,000 | Approve – Council to pay selected group directly as the Rugby Club are nervous about having the finances pass through their accounts at this early stage in the project. |
currently anticipated the total project cost will be £2 to £2.5 million.

Partners in the project are Bonymaen RFC, City and County of Swansea Council and Cefn Hengoed Community School.

The feasibility study is the essential first stage of the proposals:

- The feasibility study is expected to cost, and risk analyse all aspects of the development and provide options to the partners, including ongoing revenue costs and management arrangements.
- The Study will inform and assure the Rugby Club that the project is in the best interests of its Players, Members and the long term future of Bonymaen RFC.
- The Study will inform and assure Cefn Hengoed Community School that the proposed facilities will enhance their ability to meet or exceed standards in PE and sporting provision, whilst also addressing any resulting remodelling/ refurbishment works to mitigate for the loss of other facilities, and satisfy safeguarding requirements.
- The Study will inform and assure the City and County of Swansea the project will be in the best interests of the school and wider community and will be a financially sustainable community asset in the longer term, hence a worthwhile asset transfer.
- Potential funders of the project will expect a full feasibility study to have been undertaken to evidence the project is viable, show community benefit and that all partners are fully aware of all available options and support the project.

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<th>03</th>
<th>Mumbles Community Association</th>
<th>Underhill Park Mumbles</th>
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<td>The City and County of Swansea Council has recently granted, subject to negotiation, a lease for 125 years on Underhill Park to Mumbles Community Association</td>
<td>£19,985</td>
<td>Approve - £10k. The funding is to be used for specific elements of the project, namely; Planning fees, Business</td>
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<td>Swansea Gymnastics Club</td>
<td><strong>Re-establish Swansea Gymnastics Club in a non-council facility.</strong></td>
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<td>The Club propose using the funds to pay for costs relating to the start up costs in operating from a new premises, which would be entirely owned by the centre, without reliance on further Council support. These are listed under specific financial costs later in the application but include professional fees in entering into a new lease, allowing us to vacate the existing property. Removal costs of dismantling and transferring</td>
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<td>£24,931</td>
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<td></td>
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<td>planning/accountancy software and Architectural services, surveys and drawings</td>
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We have been working in partnership with the City & County of Swansea in delivering a gymnastics programme at the venue in Abergelli Road under licence since 1999. This agreement included the full rental, insurance, maintenance and building utilities being covered by the City & County of Swansea on an annual basis to a cost of approximately 48k pa.

We have been operating under a Local Authority Yellow Licence agreement to ensure the facility has been managed and programmed to offer a wide range of opportunities to the community from recreational to elite gymnastics as well as providing a service to schools and specialist social services activities.

As part of the current financial constraints facing the Council they are reducing the subsidy on the running costs of the building by £16k per year for 3 years, which means that the club will have to operate with no financial assistance from the authority.

The move to the new premises will allow us to maintain the expected high level of service provided over these years without the financial support of the City & County of Swansea. Indeed, we have worked with the various council departments and our National Governing Body of sport to ensure that a wider range of services are available, enabling us to meet the needs of existing users and look to facilitate additional and more diverse activities.

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<th>05</th>
<th>Red Cafe</th>
<th>Installation of Disabled toilet facilities at two sites to enable disability groups to meet at venues.</th>
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Red Cafe is a community project that runs a wide variety of community led groups for people of all ages. We already work in partnership with Swansea Council in a number of settings and are keen to continue this process in the current financial climate. We recognise that we could grow £13,000 Refuse – savings to CCS not apparent, does not meet criteria.
many more projects as a contribution towards enabling people to live well in Swansea.

Some of the major challenges of the future are the facilities in the buildings we use to deliver a number of our projects. We are aware that the provision of toilets fit for purpose is a critically important in allowing people to have the confidence to leave their home and engage with community activities. Improvements in this area would make a major contribution to unlocking future potential.

We are applying for the capital cost of upgrading the disabled toilets in both the Red Cafe in Mumbles and the Linden Centre in West Cross: both are buildings we run projects from. The aim of this would be to enable the growth of more activities and projects in the future and the development of opportunities for co production with Swansea Council.

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<th>06</th>
<th>Boys and Girls Club of Wales</th>
<th>Redevelopment of Swansea Boys Club</th>
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<td>Boys' and Girls' Clubs of Wales has a vision to redevelop the old Swansea Boys' Club site, situated at the top of Mayhill, and create a Community Hub which would rate as one of the finest in the country. The centre would be dedicated to serving the needs of the whole of the community, both locally and across the city, supporting equality and the fight against poverty.</td>
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<td>The centre will house a full size multi-purpose sports hall, a ‘fit for purpose’ youthwork facility, 150 seat theatre, community café, community cinema facility, community rooms, offices for rent and workspace for other community and voluntary agencies. It will also serve as the national headquarters of Boys’ and Girls’ Clubs of Wales and the Swansea Group of Boys’ and Girls’ Clubs.</td>
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<td></td>
<td>The Community Hub will be a home for working with Sport, the Arts,</td>
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<td></td>
<td>£25,000 Approve</td>
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Education and Training, Community Advice and Guidance, Health and Wellbeing and with childcare facilities situated conveniently for the residents of Mayhill, Waunwen and Townhill. The facility will be designed and purpose built to be fully accessible to people with disabilities. The Community Hub will encourage volunteering in the community and will rely on local support to generate long-term success and sustainability.

Our reason for applying to the Swansea Community Action Transformation Fund is to enable us to carry out a full and comprehensive feasibility study of the project idea. This will include engaging a number of professionals including an Architect, Building Surveyor, Quantity Surveyor and M & E Engineer to advise on structural condition of the building and the way forward. We will also be engaging a Business/Financial Consultant to draft a business plan before applying for further project funding.

Faith in Families is applying for the costs of developing a business plan, development fees and feasibility study to refurbish St Teilos Church into a Family Centre where the already established services of Penplas Family Centre could be moved to, enabling the expanding needs of this community to be met.

In this new venue, Faith in Families would be able to continue to provide the early intervention and preventative services that we have been delivering for over 11 years, in an enhanced way to meet the current demand. Our centres act as hubs of services that help families with the support needed to change their behaviour and sometimes chaotic lives, embedding that support universally in the community. From Parenting courses, Playgroups, Parent and Toddler, Afterschool Clubs, Youth Clubs, Healthy-Living initiatives, Basic-Skill courses, Advice services and friendship networks, we are guided by the community to what we deliver.

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<tr>
<td><strong>£30,000</strong></td>
<td>Refuse – No apparent savings or benefit to CCS.</td>
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in our Centre. Faith in Families recognises the worth of what is already being achieved and are now seeking to expand this in a building that will be better fit for purpose, environmentally sustainable, provide commercial opportunities and by showing our commitment to the community raise the aspirations of those who live there. We are looking for capital funding to realise this vision and enable the development of sustainable social enterprises that complement the work already being carried out and will enable a stronger future, for the Centre and the Community in which it firmly stands.

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<th>No</th>
<th>Group</th>
<th>Proposal Synopsis</th>
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<tbody>
<tr>
<td>01</td>
<td>Faith In Families</td>
<td>Faith in Families is applying to the Community Action Transformation Fund for the cost of a Project Manager to develop a detailed business plan, development fees, consultation events and engagement in order to redevelop St Margaret's Church into a Family Centre that can be embedded into the community to deliver sustainable long time support to this much needed area after the closure of Bonymaen Family Centre in the Venue of Cwm School. Although Cwm School is now needed by the local authority for a different use, Faith in Families is determined to ensure that the work, relationships and friendships which have developed over the years will continue to grow. The Church in Wales, also faithful to this work, has agreed to lease the building and land of St. Margaret's Church. The development of this site will take the family center forward into the future in a more sustainable and purposeful way. Ensuring that the vision and values held by Faith in Families, particularly that of early intervention and preventative</td>
<td>£24,049</td>
<td>Refuse – No apparent saving to the City and County of Swansea</td>
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strategies are not only the most cost effective ways to support the community, but ones which have the most positive impact on people's lives, ensuring better short term and long term outcomes.

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<tr>
<td>02</td>
<td>Mumbles Community Council</td>
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<td>Mumbles Community Council is applying for fees which will enable them to be granted a lease of not less than 25 years over the bowling green at Oystermouth with MCC then being responsible for maintaining the green and any associated buildings. C&amp;CS currently maintain the green and building at their own expense of £10,000 per annum.</td>
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<tr>
<td>03</td>
<td>Friends of Pennard Library</td>
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|   | The aim of the project is to support the continuation of a library service at Pennard, to serve the whole of South Gower, which forms part of SCC review of Library Services. FoPL’S targets are to provide a new Community Hub (which houses the library) financially independent and part of Sustainable Swansea fit for the future. Through The Hub Project we have a vision where Gower residents:  
• have easy access to information regarding their local and public services, health and support services, community services etc  
• become more involved in community networks and groups  
• become more engaged in assisting those within our community who need companionship and practical help with their day to day living  
• make the most of opportunities within their community  
• have access to learning, skills development and leisure activities  
• have improved access to new digital technologies  
• become more interested in Gower and Pennard past and present  
• have a better awareness of local environmental and ecological concerns  

The existing service is run by SCC Library Services department and FoPL are working closely with them to achieve a continuing service to the | £48,567 | Defer for outcome of current review into library service |
residents of Gower. We are currently in lease negotiations with officers for a 125 year lease for a library site. We will then continue to raise grants to rebuild the library independently (FoPL has already secured 107k in principle, and needs to secure a further 250k). Profits generated by a café and the hiring of community space will then be used to buy in a library service from the Local Authority (LA). In total, our project will save the LA c.45k per annum.

| 04 | Friends of Dunvant Park | The ‘Friends of Dunvant Park’ (FDP) was established in April 2014. The historic pavilion, located in the centre of the park is seen as key to the future development and improvement of the park. However, its use has become more and more restricted and it lacks some basic amenities and services. The purpose of the grant would be to fund a feasibility study to assess the condition of the pavilion and the viability of the FDP taking on its management.  

The brief for the study will include:
- A survey of the current condition of the pavilion together with estimated costs of any backlog repairs, future maintenance requirements and improvements to basic services;
- An appraisal of options for making best use of the pavilion as an amenity for users of the park and as a facility for the wider community.
- An appraisal and feasibility of the building generating renewable energy and income.
- Provision of key data to inform a Business Plan for the management of the pavilion.
- Legal advice on matters relating to lease agreements and governance options for the FDP.
- Assessment of the current and potential use of the pavilion and a viability assessment of the FDP taking responsibility for its management and development as an amenity and resource for current and future users of the park, and for the wider community.

If this proves feasible then subject to the terms of any lease agreement, | £7,524 | Approve |
the Council will no longer have to pay for any backlog of repairs and future maintenance of the pavilion. Currently, these liabilities cost the Council around £1000 each year.

| 05 | Mumbles Development Trust | We would use the grant to fund a feasibility study into new methods of delivering green services by developing a woodland management centre for Mumbles as an education and woodland craft training facility working with the local CCS NEET team. The centre will include two containers as stores and workshops for training, work activities and services, which will include path making, stone walling, tree management, grass and garden management and service the upkeep of the local green spaces. We already have the premises leased from CCS. The Current Services our project will replace include upkeep, management and improvements to the green spaces within West Cross and Mumbles in the parish bounds of Mumbles Community Council. The skills gained in the training programme will be applied for the upkeep and management of the woodland areas in and around Mumbles currently supplied by CCS. | £5,000 | Refuse – no apparent savings to the City and County of Swansea |

| 06 | Ynystawe Cricket and Football Club FC | The project is for the transfer of asset and responsibility for the Cricket and Football pitches at Ynystawe Park to the club. The grant will be utilised to purchase various items of machinery to enable the club to take over the maintenance and administration of facilities to a high standard for use by football and cricket clubs, schools and the wider local community. | £25,000 | Defer for further information on Costings and general applicant information |

| 07 | Ospreys Rugby | Swansea RFC, Swansea University and Ospreys Rugby have held preliminary discussions about the need for creating a range of sustainable sports facilities that will support the local authority in achieving its aim of Swansea becoming the ‘City of sport’, as well as utilising the power of sport and the 3 organisations to tackle key social objective such as poverty, obesity, healthy living, educational attainment and social inclusion. | £25,000 | Approve |
The projects aim is to Conduct a feasibility study into the opportunity to create a Joint Venture Company that will have the opportunity to create and operate a range of community sports facilities at King George V playing Fields

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<td>£23,070</td>
<td>Approve – for equipment – not to be paid until lease finalised.</td>
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<tr>
<td>02</td>
<td>Whitehead-Ross Educating and Consulting Limited</td>
<td>Earlier this year young people from across the city were given a chance to have their say on local authority budget proposals which would have seen larger 'Hub' youth clubs remaining while smaller 'satellite' clubs would be closed in Clydach, Gendros, Pontarddulais, St Thomas, Rhossilli and Morriston Closure of the youth clubs was originally proposed because the council's youth service was looking to move towards an approach which targets support to those young people who need support the most. Fortunately the local authority decided to keep these 'satellite' youth clubs open for</td>
<td>£25,854</td>
<td>Deferred</td>
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the time being as the local authority looked at alternative ideas to save £81m over the next three years.

WREC is proposing to take on the management and delivery of two satellite youth clubs in order to help sustain the future of youth clubs in both Clydach and Pontarddulais. Our proposal would see two evening sessions over 50 weeks, with a weekly session in both Clydach and Pontarddulais. Existing local authority-delivered open access provision is currently only run over 39 weeks, leaving the school holidays without any diversionary activities for young people. In contrast this proposal would see clubs open for a full 50 weeks each year.

Delivered by approachable Youth Workers, the group offer open access provision one evening a week from 6:30pm - 8:30pm incorporating opportunities for young people to participate in structured activities and access information, advice and guidance, along with a variety of accreditation to raise skills.

**Estimated (by Applicant) saving to CCS:** £1,002.68 saving in Year 1 (despite extended weeks of opening and addition of outdoor pursuit camps)

£26,857 saving in Year 2

| 03 | Coed Bach Park Community Bowls Association | The application is made by Coed Bach Park Community Bowls Association. The Association is recently formed to represent three lawn bowls clubs of long standing, who are based at Coed Bach Park, Pontarddulais, Swansea. The associated bowls clubs being Coed Bach Bowls Club (incorporating Merched Coed Bach Ladies), Graig Merthyr Bowls Club and Pontarddulais Bowls Club.

All three clubs play on the bowling green at Coed Bach Park, owned and currently maintained by the City & County of Swansea. | £30,275 | Approve |
The aims of the Association are to preserve the long history of lawn bowls at Coed Bach Park and to ensure the sustainability of the bowling green facility for future generations within the community to enjoy. The application is for some initial works to the banks surrounding the pitch, groundskeeper training course for members, equipment and maintenance costs.

**Estimated (by Applicant) saving to CCS:** £7,200 per annum plus estimated further maintenance in the region of £12,000 to £15,000 for urgent renewal of surrounds.

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<td>TOTAL</td>
<td>£63,684</td>
<td>£53,345</td>
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Building Sustainable Communities Scrutiny Inquiry

Overview of subject and evidence summary

3 February 2016

In attendance, Councillors
Terry Hennegan (Convener)
David Cole
June Burtonshaw
Keith Marsh
Lynda James
Chris Holley
Gloria Tanner
Anthony Colburn
Mike White
Phil Downing
Scrutiny Officer: Michelle Roberts

Apologies: Cllr Wendy Fitzgerald

Discussion with:
- Jane Tonks, Manager Local Area Co-ordinators and Community Connectors
- Ronan Ruddy, Local Area Co-ordinator
- Amanda Carr, Director Swansea Council for Voluntary Services
- Elinor Evans, Disability Development Officer
- Alyx Baharie, Development Officer / Compact

Discussion points noted

JB
- Panel had concerns that there is a lot of duplication within wards with groups doing the same thing. This may include community groups, charities or services provided by local authority.
- Communities First, some panel members felt that CF are not as visible in communities as the used to be and that communications needed to be improved.

AB (SCVS)
- Swansea Council for Voluntary Service is the umbrella organisation for voluntary activity throughout the City & County of Swansea, supporting, developing and representing voluntary organisations, volunteers and communities in the County.
- They work to support and develop the Third Sector by providing a wide range of information, advice and support services and by representing the views of the sector to government and policy makers.
- They also have information on voluntary services in Swansea, help voluntary groups to seek advice on available funding, help new groups to set up, provide a volunteering service for individuals and community or voluntary group wishing to recruit volunteers. Also provide some informal training in a number of aspects for the third sector.
• Role of the Local Area Co-ordinator is to be a single point of accessing the community, including what groups and services exist and in signposting to different advice and services. Help people to connect to for example claiming benefits and housing.
• Some people who are more vulnerable need more help than others.
• Talk to people about what they would like to do and achieve and to build relationships within the community.
• Work with any age in community, work at two levels: with community groups/ organisation and with individuals.

Community Connectors help to get people involved with groups, organisations and activities in their local area.
• Social Services gets many enquiries from or about people who do not need formal social care services, but whose wellbeing is at risk because they are lonely or isolated. Some people simply aren't aware of things that are going on in their local area; others lack the confidence to go along to groups, or don't know how to get there. There are also people who would like to find an opportunity to use their skills or experience to help others, but don't know where to start.
• Community Connectors know their areas well and have information and contacts for a wide range of organisations and activities. They also have a role in developing community projects and initiatives which create social opportunities and promote wellbeing.
• Many people are referred to their local Community Connector by a social worker or their GP, but people can self-refer.
• Each Community Connector is linked to a Health Community Network area

The third sector have faced drastic cuts to their funding. Funding is often year on year so difficult to plan ahead.
• Difficulty for third sector organisations this time of year because they often do not know what their funding will be until from April until the councils budget is agreed in February/March. Funding often comes from a number of different departments.
• The third sector covers a wider variety of organisations.
• Find some things that are done by community organisations are duplicated by the local authority. Organisations often work on behalf of the local authority and funded by LA but then do that service themselves as well (for example the local authority developing volunteering opportunities when they fund SVCS to do this).

Aware of asset transfer and the transformation fund but not been involved with it.

SCVS and Communities First dovetail in many aspects which is of benefit in supporting people in communities.

Community Connectors for example get a referral about someone who is lonely. They will meet or speak with them and connect them to a group they are interested in.
KM
• Need for greater communication between Council departments and SCVS, so things are not being set up that are already happening.

AC (SCVS)
• Would like clarity around the local authority valuing its third sector, little evidence of this. A lot of what happens across Swansea depend upon the third sector services.
• Need a clear strategic lead and commitment to third sector.

PD
• Many organisations grants are diminishing, SCVS has important role in assisting organisation to apply for monies.
• Asset transfer is difficult for people to get involved in. Needs to be easier to do.
• Must also ensure people are solid not want in a couple of years to have to take it back.
• Must all work together to make it happen.

JB
• Directory of volunteer groups would be beneficial. Panel were informed that an online third sector directory is close to completion. It will also be linked to the 111 service and the Healthy Cities Directory.

AB
• SCVS give advice and support but do not police, so can be frustrating when there are a number of groups doing similar thing that do not work together but cannot make them.

EE
• More and more groups are recognising the benefits of doing more things collaboratively and pulling expertise.

TH
• Important that front line staff working in communities know about the transformation fund and support from Council and SCVS so they can signpost people when need arises.

AB
• Friends of Parks Groups a good example of working together. All Friends groups come together regularly but they enhance the work of parks rather than taking on the responsibility. Good partnership currently between Parks and Friends Groups.

MW
• Important to let people know and to get the message out there that assistance is available for groups.

PD
• Many do not understand what they need to do so need advice early on.

TH
• There is a lot more to it than just taking on the asset and people must understand what is involved early on in the process.
AC (SCVS)
- A list of assets made publically available would be useful. Groups themselves can then explore what’s on offer and consider the implications.
- Maybe need more of a mixed economy some groups/organisations may not be able to take on services fully themselves but if they do it in combination with others it may be more feasible.
- SCVS would welcome the opportunity to work with the Council to co-produce the asset transfer strategy. SCVS have a lot to contribute on this issue.

TH
- Important role of Communities First to raise capacity in communities.
- Must work to develop capacity in communities including how to raise funds. Vital they have the ability to raise funds…if they take on an asset they need to have the ability to pay and maintain it.
- Succession planning a major problem for third sector groups and organisations. Need financial bedrock support and succession planning for organisation to be viable in the longer term.

JT
- Things do not happen overnight especially succession planning, need to develop and sustain expertise, for example, governance. Needs to be built into groups overall strategy.
- Important to have frontline staff and communities involved in developing the asset transfer strategy.

RR
- Highlighting the importance of being on the ground and developing what is needed, huge benefits to groups developing in the community and keeping this local. People in the community know what they want and what they need day to day, so important to work locally.

PD
- Need to think about how the process can be simplified.
- How are we connecting across organisations on this and ensuring we work together?

KM
- Must use wealth and knowledge of others on this ie: SVCS to help us to connect and use community groups and for training etc. Use SCVS to develop and access interest in the community.

Next Steps...
- The next meeting will be held on the 3 March and will be a roundtable meeting with Officers working in Communities First and a Tenant Support Officer.
Building Sustainable Communities Scrutiny Inquiry
Overview of subject and evidence summary
3 March 2016

In attendance, Councillors
Terry Hennegan (Convener)
David Cole
Keith Marsh
Wendy Fitzgerald
Lynda James
Chris Holley
Gloria Tanner
Anthony Colburn
Mike White
Phil Downing
Scrutiny Officer: Michelle Roberts

Apologies: Cllr June Burtonshaw

Discussion with:
• Rhian O’Brien, Housing Tenancy Support Officer
• Andrew Chapman, Communities First Cluster Manager
• Gemma Bevan, Communities First Learning Communities Project Officer
• Peter Beynon, Communities First Engagement Officer
• Anthony Richards, Tackling Poverty Partnerships Officer

Discussion points noted

AR
• Communities First is the flagship Welsh Government programme. It is geographically based around five clusters which were chosen based upon lower super output areas data.
• Service currently realigning with more focus on employability outputs, so targeting outcomes around this.
• In the past individual clusters have had different plans so difficult to report achievements across the 5 clusters. So one delivery plan is being developed that will cover all 5.
• Poverty and Preventions Team recognise that Communities First does only cover some areas of Swansea and that poverty does exist outside these clusters.

WF
• Communities First only cover some parts of Swansea. So all wards don’t have the same putting the onus onto councillors more.

DC
• Mirror these concerns but do recognise this is a Welsh Government issue. Would be interesting to see some of the work being carried out by CF.

CH
• A huge barrier is around engaging those in the community to become involved in community activity.
AC (CF)
• Working with many organisations. Job Centre is one of CF’s biggest partners.

GT
• Great advocate of CF. They work closely with many council departments and other organisations and this is useful especially when building links and using these to connect with community.

TH
• Useful to work closely with Communities First in order to develop capacity in communities for things like community action.

GB
• Large focus for Communities First now is bringing people to the labour market and upskill. Targeting activity with schools.
• Targeting most marginalised members of the community. More targeted at individuals than groups but can signpost to relevant groups if necessary.

KM
• Often good idea to piggyback on existing relationships and links to reach out to different communities.

GB
• Setting up groups/community action activity most successful when people are already interested or are already doing something. Can help group to be constituted. If looking to engage in longer term it must come from them. We can support and train but for it to be sustainable it must be driven by them.

AC (CF)
• It is key to recognise that if people wish to take over services that they have the skills to do so. A lot of people are not there yet. (Key issue is having the Skills and Knowledge to take things on).
• Developing the skills and knowledge is more of a role for SCVS but we can signpost.

CH
• Unless there is support in the community it will not foster engagement and involvement in developing community action.
• Important to transfer knowledge and lessons learnt across from Communities First to non Community First areas.
• Developing capacity and using existing knowledge and skills in communities is also key.

AC
• Group to Group support is a good way of sharing skills and knowledge.

Next Steps…
• The next meeting will be held on the 15 March and will be a Q&A with Cabinet Member for Wellbeing and Healthy Cities and the Lead Officer for the Building Sustainable Communities Corporate priority.
Building Sustainable Communities Scrutiny Inquiry
Overview of subject and evidence summary
15 March 2016

In attendance, Councillors
Terry Hennegan (Convener)
David Cole
Keith Marsh
June Burtonshaw
Lynda James
Chris Holley
Gloria Tanner
Anthony Colburn
Mike White
Scrutiny Officer: Michelle Roberts

Apologies: Cllr Wendy Fitzgerald

Discussion with:
Cllr Mark Child (Cabinet Member for Wellbeing and Healthy City)
Alex Williams (Head of Adult Services and Lead for Building Sustainable Communities Corporate Priority)
Geoff Bacon (Corporate Strategic Manager)

Information provided to the meeting by Councillor Child

Corporate Plan context:
Building Sustainable Communities is one of the 5 priorities within the Corporate Plan. It is a priority because we need to work with others to build and support sustainable and thriving communities because this will result in the best possible outcomes for people, reduce the need for public services, and consequently reduce the cost of services.

Sustainable communities are ones people want to live, work and bring up their families within. These are communities in which the vulnerable find support, people run businesses, and families work well and stay together.

Current models of service delivery are unsustainable and do not always provide the best outcomes for people. Swansea is changing and residents’ needs are changing too and the transformation of services is vital to meet these future challenges.

We also need a new relationship between residents and public services. Residents, families and communities want more say and control over how their own needs, wants and expectations will be met; communities need the right resources, assets and facilities in place to support them to help to achieve the outcomes they want to achieve.

Within the Corporate Plan, the Council sets out to:
• Review schemes associated with the ‘prevention budget’ aimed at reducing the need for services over the longer term.
• Ensure that communities have access to a full range of preventative services, which allow them to promote their wellbeing, live healthy and active lives and prevent them requiring access to statutory services wherever possible. In doing this, we plan to develop Local Area Coordination further.
• Promote independence to keep people living at home or within the community for longer and reduce admissions to residential care. In doing this, promote housing options such as sheltered housing and supported living.
• Give people more choice and control over their own care through initiatives such as direct payments.
• Work with the voluntary, community, public and private sector in Swansea and the wider region to promote community action, build capacity and develop projects for communities to run services, manage assets.
• Develop a Third Sector Strategy and a COMPACT outlining how we plan to work and communicate with the third sector.
• Improve the cohesiveness of communities so that people like where they live and who they live with.
• Undertake further widespread community engagement about the future role of the Council and how we can support residents, families and communities to support themselves.
• Engage with communities further to increase community involvement in local services.
• Provide community information, advice and signposting to enable people to take advantage of community based resources and help them met their own needs.
• Promote better working with our partners and clarify our roles so our relationships are effective and enable us to plan better to meet the needs of our residents.
• Improve Council planning with improved intelligence so that we have a more informed view of community needs.

In doing this we hope to achieve the following outcomes:
• More people are involved in local community activities that are important to them.
• People make the best use of resources that promote wellbeing and prevent them through early intervention from requiring statutory services.
• More people living at home or in the community instead of in residential care.
• People have equitable access to services to promote independence and quality of life.
• People are living in cohesive and resilient communities with the right skills and technological improvements to sustain their communities.
• Better engagement with the third sector.

Response to scrutiny questions

1. Can you inform the panel of the wider aspects that affect this agenda? The Welsh Government’s Principles for Working with Communities published in September 2015 have a key influence on community action. They highlight the need to empower communities and develop new relationships to deliver what is required going forward, and contribute to the seven Well-being of Future Generations (Wales) Act 2015. These include:
• The involvement of communities service users and organisations in defining problems and in the identification, design, delivery and evaluation of new approaches.
• Recognition of shared responsibility to improve public services focused on outcomes and people’s needs
• Mutual respect for the contributions of different partners in the process of designing and delivering services and improvement outcomes, recognise roles will vary
• Valuing diversity and promoting equality
• Processes designed to recognise there are resources, capabilities and assets not just within public services but in communities too and ways should be found to release these and realise their potential to increase wellbeing
• Readiness to adopt and invest in new ways of working in policy and delivery
• Transparency regarding how and by whom decisions will be taken.

2. **How do you believe community action will be of benefit to local communities?**

As a Council we are at our most effective when helping people to live successful lives as independently as possible and helping communities to help themselves. Community Action Swansea will be a fundamental shift in the way we deliver services to make them suited for today’s challenges and opportunities. These benefits include:

• Working with communities, groups and individuals to develop their confidence and skills to share in planning the services they need so that services are designed with communities, service users and their families and not for them
• Offering the opportunity for a community to have a greater say over how their community is supported and develops. This could mean communities running services; libraries, community buildings, bowling greens, parks and event football fields to name a few
• Offering up assets for the community to take responsibility of maintenance and development as per the Community Asset Transfer Policy.

3. **What do you think might be the potential savings to the authority of asset transfer/community action?**

To help maintain important local services there will be a need to be radical in looking at different ways of delivering them. A partnership with local communities will offer a solution to keeping certain services running. It is difficult to estimate what the potential global savings might be, but examples of savings to date include:

• New licencing as at 1/4/16 for running of community buildings
• Lease of bowling greens/football pitches

4. **How are you working with others including SCVS and community groups to move this agenda forward?**

Swansea’s voluntary sector consists of a broad, diverse range of organisations from SCVS to voluntary community centre management committees, community sports clubs, bowls clubs and football teams, all run by local people willing to give up their time for the benefit of their community. A website has been launched and SCVS officer have signed up to the database [www.swansea.gov.uk/communityaction](http://www.swansea.gov.uk/communityaction). An officer’s working group has received a workshop for external trainers have met to agree the Community Action
principles. The next stage will be to engage with external partners to look at next steps.
As a Council we are keen to promote a culture of volunteering, as is well documented the positive health and wellbeing impacts it can have on the people who volunteer. We work closely with the volunteering centre based within SCVS and further a draft volunteering policy is in the process of being developed.

5. What do you believe has been the impact of community action so far?

There are examples of the enormous will to make this happen and we have already had many ideas and proposals from groups who wish to run/support services in a different way such as community centres, football fields, bowls greens and tennis courts (38 requests to date via the website).
The Community Action Transformation Fund has been created to support the delivery of the aims of the Community Action strand. In particular, funding will be aimed at proposals from community groups: develop proposals to run Council services locally and/or facilitate the transfer of community assets.

The Community Action officer's working group met and agreed the following Community Action Principles:

a. Involve people at the start to find out what they need
b. Support people to work independently so that we can do less
c. Prototype, pilot and learn as we go
d. Work in a consistent way remembering that every community is different
e. Respect and appreciate people for the contribution that they make
f. Be open and transparent in our work
g. Be up front and honest about the challenges ahead
h. Work with existing groups and support them to develop
i. Be inclusive
j. Work partnership

6. How are you planning to ensure sustainability and continuity of services?

There is a definite need to ensure that training/support is offered to community groups especially through the initial business planning stages. Further experience has proven that a need to identify internal resource to ensure ongoing monitoring is essential and controls in place to balance risk and sustainability.

Other Discussion points noted

MC

• We have less money to spend so we must look at how we can ensure communities become more resilient themselves, that they are stronger and are able to deal with changes. This is the main influence on how we address asset transfer and community action going forward.
• Need to look in Swansea at how people can be empowered and take on services, not only to continue to run some services but for the benefit of stronger communities.
• One influence on this is the Wellbeing Act which puts a focus on increasing independence and recognising the individuality of communities instead of a one size fits all approach. Communities more able to do what suits them. Need to empower communities helping to reduce demand on services.
• Financial pressures on the Council means we will do less in the future. So if communities do not step in some services will not continue.
KM
• Asset transfer and community action process not easy for people to understand.

TH
• We must do everything in our power to make the asset transfer process as straightforward and a smooth a process as possible.

MC
• It has and is still a learning curve. Important for people to understand what asset transfer actually means. A standardised process has now been agreed by Cabinet. This will be available upon request and on council website. This along with support and assistance provided to applicants should help to give the process more clarity.
• But it is still important that we are sure that those taking on the asset are able to maintain and sustain that asset.
• In the past we have involved Lawyers too early in the process. We need to be sure about what we require before we involve lawyers in future.

AC
• Too little time allowed for people to show interest, driven by Councils timescales, need to give more consideration to potential applicant constraints.

MC
• The first stage is not putting in a bid for an asset but the start of the conversation, showing of interest.

AW
• Council is working closely with SCVC and the 3rd Sector to work out the best process in relation to community action specifically (info in response to scrutiny questions section above).
• SCVS role is to support groups, give advice and assist in the development of groups.

JB
• Would be a good idea to have a seminar/workshop bringing all groups together to knock about ideas and even to look at making a bid/show interest.

MC
• This would be a role for SCVS but would be happy to participate in it.

DL
• As groups grow in experience it is important for them to share their good practice especially with those starting out. What happens with friends of parks currently could be replicated.
• There are many people who are welling and capable of getting involved as shown by parks experience.

MC
• Fairly close to the beginning of community action journey, we have made a positive start with community centres, football pitches etc., we have had a
number of requests via the website. Communities beginning to realise opportunities are there but need to build on this with stronger communication.

- Community groups will need to demonstrate a business plan, track record, identify who is involved and that their income and expenditure is realistic. Prove they are a sound organisation with a sound plan.

CH

- Will be important to understand the impact of community action in Communities First areas and how it fits with community engagement. Also what is available in Community First areas as compared to non-Community First areas.
Building Sustainable Communities Scrutiny Inquiry
Overview of subject and evidence summary
14 April 2016

In attendance, Councillors
Terry Hennegan (Convener)
David Cole
Keith Marsh
Wendy Fitzgerald
Lynda James
June Burtonshaw
Gloria Tanner
Anthony Colburn
Mike White
Scrutiny Officer: Michelle Roberts

Apologies: Cllr Chris Holley

Discussion with:
• Sarah Crawley, Head of Poverty and Prevention
• Anthony Richards, Tackling Poverty Partnerships Officer

Response to Scrutiny questions

1. Can you outline the role of Communities First in relation to Community Action?
   • The Communities First programme is a Welsh Government Tackling poverty programme delivered in our most deprived communities
   • It contributes by engaging people in local activities, but focussed on their barriers, learning and progression, ultimately into work/employment
   • If Community Action is defined as people working together in communities to improve their outcomes/services and environment then some of the CF programmes/projects contribute to this agenda

2. How does Communities First help progress the Community Action Agenda?
   • It engages and assists individuals in their communities – assisting people to become more active citizens, but it is not focussed on developing people to undertake collective community action. We have seen a shift in the focus of the CF programme over the years, the programme key focus now is on employability and prevention.

3. How can Communities First help build capacity in communities to enable people to become involved in Community Action or community activity more widely?
   • The programme targets the people that can benefit most from the support that is available and as such are the furthest from the job market. Using an asset based approach, people can identify their own progression routes building upon their strengths. Over time, confidence grows, barriers to progression are reduced and progressive opportunities are taken up. The support that CF provides builds capacity in our most deprived communities, participants are
better equipped and connected within our community to be able to take part in wider community activity/action.

- Through engagement and learning activities people can become more active in their communities e.g. gardening clubs, cooking sessions, slim to save etc. this focussing on peoples individual needs, not necessarily collective needs.
- It is also not about people running services for themselves, but helping themselves to get on in life.

4. Do we work with communities wider than Communities First areas in order to build capacity?

- The CF provision is the only community engagement work we have as a service in the City and County of Swansea. The CF programme and therefore funding is geographically based across Wales, targeting the most deprived communities as defined by the Welsh Index of Multiple Deprivation.
- There are other services such as culture and leisure and adult services – Local Area Co-ordination, and our partners in the third sector that support elements of traditional community development and capacity building – but there is no dedicated team/resource for this across Swansea.

5. How does Community Action fit with the Councils poverty and prevention priorities?

This is a priority for Swansea because we have residents experiencing poverty due to:

- A lack of resources.
- Their family circumstances.
- Poor life chances.

Which can result in:

- Worklessness.
- Poor educational attainment.
- Health inequalities.
- Dysfunctional families.
- absence of aspiration/ low expectations.
- Poor housing conditions.

Swansea is a City and County of inequality with some of Wales’s poorest and richest areas only miles apart. There are a number of key areas which we as a Council are working to address, such as:

- Children having the best start in life and being able to achieve in their early years enabling them to learn and thrive.
- Families are supported to live healthy lives
- Young People having choices and opportunities when they are in school and when they leave school to enter learning, training and employment.
- For families and individuals to be able to have a good standard of living, which means having well paid employment and claiming the right benefits they are entitled to.
- For people to live in good quality affordable homes, which support sustainable communities.
What needs improving?

- We need more accessible high quality services for all children aged between 0 – 7 years of age.
- We need to ensure all children are able to be ready for school and therefore able to play, communicate, move and problem solve.
- We need to ensure that children of all ages, maximise their learning potential.
- We need ensure all young people are encouraged and given the opportunity to enter education, employment and training post 16 years of age.
- We need to maximise people’s benefits and assist people into employment that pays.
- Swansea has come a long way in providing decent housing but we need to continue to improve the quality of homes generally and housing supply.
- We need to support the reduction in health inequalities in life expectancy and chronic ill health conditions.
- We need to increase the number of adults with qualifications and with opportunities for employment.
- We want people to be more involved in decision making and running services in their areas.

What are we going to do?

Implement Swansea’s Early Years Strategy which is working with Health to ensure all children that live in Swansea are supported to develop and be the best they can be. This is by:

- Raising standards in child development within all childcare settings.
- Using the Swansea statement to raise awareness of child development.
- Running Flying Start Plus and our Early Years language pathway.
- Swansea implementing the Youth Progression and Engagement Framework by:
  - Identifying vulnerable young people early and supporting them in the right way.
  - Knowing where every young person is on their education, employment and training journey.
  - Ensuring the right provision is available.
  - Swansea will continue to address the impacts of Welfare Reform changes, including
- the introduction of Universal Credit by:
  - Maximising the benefits that people are entitled to and improving the speed of processing.
  - Supporting people with appeals.
  - Challenging sanctions.
  - Supporting the most vulnerable.
  - Analysing and raising awareness of the impact of welfare reform.
- Swansea will continue to tackle poverty by empowering communities, targeting resources and changing cultures through:
  - Community involvement and action.
  - Swansea’s Tackling Poverty Strategy and action plan.
Swansea will improve housing quality and supply by:
- Improving the Council Housing stock up to the Welsh Housing Quality Standard.
- Providing new and additional affordable housing units.
- Preventing homelessness.
- Leading and promoting the improvement of housing conditions in the private sector.

What Outcomes are we seeking to achieve?
Children have a good start in life; 2 and 3 year old children in the Flying Start are helped to achieve their expected language, emotional, social and cognitive development.
- Children who are not disadvantaged by poverty when achieving and attaining standards and wellbeing in education.
- Young people and adults are in employment, education or training.
- People have a decent standard of living; receiving the maximum benefits they are entitled to receive and in a prompt and timely way.
- Investment to improve council housing, bring wider economic and employment benefits and contribute to the regeneration of estates.
- Prevent homelessness to help maintain stability and security for families, safeguard health, wellbeing and prevent social exclusion.

Panel discussion points noted

SC
- Community Action must be collective action across the whole council.
- Involving harder to reach people through activities and projects co-ordinated through the community engagement plan for CF.

AR
- Strength of CF is able to build relations and trust with individuals in the community. Usually be assist them with one matter and then engaging them in other activities.

MW
- Clusters and boundaries can be an issue with for example one side of the street in CF area and the other not but both with equal poverty issues. Should be more involvement locally in agreeing boundaries rather that totally stipulated by Welsh Government. More use of local knowledge.
- Interested to hear more about involvement of the third sector and criteria being used to set up the compact. SC: SCVS lead body on this with assistance from LA.

JB
- Pleased to see new CF structure as success has been hit and miss in some areas.
- How can members play a part in this new structure? SC: help publicise how it has changed within communities, engaging people in the programmes and activities and signposting, help develop the Community Engagement Plan construction.
GT
• Advocate for CF and in cluster work and welcome changes, sympathise with areas who do not have access to it.

JB
• CF is an additional support for those areas with multiple deprivation, CF just one of the services available.

SC
• CF is monitored by the Welsh Government report quarterly.

JB
• CF is an additional support for those areas with multiple deprivation, CF just one of the services available.
In attendance, Councillors
Terry Hennegan (Convener)
David Cole
Wendy Fitzgerald
Chris Holley
Mike White
Phil Downing
Scrutiny Officer: Michelle Roberts

Apologies: June Burtonshaw, Keith Marsh, Tony Colburn, Wendy Fitzgerald, Lynda James and Gloria Tanner

1. Results and analysis of the Panel’s survey of Councillors, Community Councils and Community Groups

This report presented the Panel with the findings of the Community Action survey carried out on the Panel’s behalf. The survey ran from 4 February through to 31 March 2016. The survey was available online and it was also sent to community councils, community groups, councillors, libraries and district housing offices.

The total number of surveys completed was 85. This included: 17% Councillors/Community Councillors; 33% local resident; 24% community group; 24% staff member as local resident.

Conclusions from the survey results are as follows:

- The majority of respondents understood the term community action (85%)
- Over half had not heard about the Community Action Transformation Fund (57%)
- Of those who had heard of the Community Action Transformation Fund only 17% would be making an application
- The main challenge/barrier that was given to developing community action was lack of volunteers/interest from the community/lack of local commitment.
- When asked how the Council could help tackle these barriers the main way given was through support/education/training.
- Advice/Support/Training - particularly around legal, financial, health and safety issues and promotion – raising awareness/marketing/media were the main ways cited as to how the council could help promote, increase and sustain community services.
- When asked how the Council could help raise awareness about community action in areas promotion – media and press/marketing materials/council website, social media and publications was the main answer given.
- Publicity - letting people know what is going on/how they can get involved was the most common response to how the Council can help to get people involved in running certain services in the community.
• Finance, management/organisation and communication were the skills highlighted as the most important to run a community service.
• When you look through the report at the responses given there are a number or recurring issues these include lack of volunteers/interest in communities, finance, lack of accommodation/equipment, support/advice and promotion/publicity.

The Panel discussed these results and the conclusions and found the following as issues for particular consideration:

• Length of lease
• Expertise available
• Communication
• Succession planning
• Clarification of roles
• Learning from good practice and the sharing of that across organisation/area

2. Swansea Voices result and analysis

The Panel considered a question that was posed in Swansea Voices earlier this year. A summary of the results are detailed below.

On 4 December 2015 563 Swansea Voices panellists were emailed and invited to complete the survey. The survey ran until 1 January 2016. 256 completed the questionnaire, yielding a response rate of 47.5%.

The panellists were asked the following question:

Swansea Council is considering introducing a new initiative whereby local residents will be able to manage facilities and services on a voluntary basis.

This has been successfully achieved in other areas across the country. Should this initiative be introduced in your local area, would you consider volunteering to help run the following local services?

The results were as follows:

Should this initiative be introduced in your local area, would you consider volunteering to help run the following services?

![Bar chart showing responses]

- Local library: 22
- Local community centre: 22
- Local park: 37
- Local sports pitches: 7
- Local playground: 6
- None of these: 53

% of respondents
Key issues from the graph:

- Respondents were asked if they would be interested in managing facilities and services on a voluntary basis. Around a third of respondents (32%) said that they would consider volunteering to help run the local library.
- Around a fifth of respondents would consider volunteering to help run the local community centre (22%) and the local park (17%).
- However less than 1 in 10 respondents would consider running local sports pitches (7%) or a local playground (6%).
- Around half of respondents (51%) would not consider volunteering for any of these services.
- Respondents were asked if they had any other comments or suggestions relating to community action. Comments mainly related to a disagreement with the use of volunteers/volunteers shouldn’t replace paid staff, respondents who are unable/have no time to participate and comments that council tax should pay for these services.

3. Desk based research examples of practice in Wales and wider afield

The report highlighted good practice in the area of community action. The examples given include community run services, social enterprises and community interest companies. The following examples were summarised:

- The Muni Journey (Rhondda Cynon Taf)
- Abercynon Paddling Pool (Rhondda Cynon Taf)
- Cordale Housing Association (Scotland)
- Community Volunteering in Alness, Ross-shire (Scotland)
- Explore York Libraries and Archives
- Harwich Connexions
- Hammersmith and Fulham Membership Circle Social Enterprise

The following was concluded from this exercise:

- Grants and funding have been crucial to all of the case studies mentioned in this report.
- Partnership working is important to maintaining services. You can’t do everything by yourself.
- Volunteers are at the heart of running community services. Without them many of the examples outlined would not have got off the ground.
- Building and maintaining relationships is integral when working together within a community/organisation to run a service.
- All those involved in running the service need to have a shared vision and aim.
- Many of the authorities mentioned in this report have some kind of community action plan which empowers and supports communities/organisation and gives relevant information.
- There is a lot of work involved in taking over a community service.
In attendance, Councillors
Terry Hennegan (Convener)
June Burtonshaw
Wendy Fitzgerald
Sue Reed, Community Building Development Manager
Geoff Bacon, Head of Corporate Property
Lewis Hinds, Corporate Property Services Valuer
15 Community Centre representatives
Michelle Roberts, Scrutiny Officer

Apologies: Gloria Tanner, Mike White, David Cole, Chris Holley, Phil Downing, Anthony Colburn

Meeting with Community Centre representatives
The Panel met with 15 Community Centre representatives, Sue Reed, Lewis Hinds and Geoff Bacon at the Dyfatty Community Centre at the panel meeting on the 18 May 2016. The following Community Centres were represented:
Manselton/Cwmbwrla, Manselton Pavillion, Morriston, Waunarlwyd, Rechabite Gowerton, Trallwn, Dyfatty

Key points highlighted from the discussion:

Support and expertise
- They value support from Council particularly from Corporate Buildings Team and their knowledge and expertise. Have concerns that a reorganisation and financial cuts will affect this support and service provided.
- Representatives felt that attendance by the team at Committee meetings is important because need face to face contact to discuss issues.
- It was felt that that the Community Centre volunteers give up their time for the benefit of the community but that they also need support from the Council, do not want to ‘go it alone’ wish to be part of a bigger network of centres with the back-up and support from the Council.
- Advice and support from others also important including legal, training and health and safely advice important.
- Communities do not always have the expertise to run things and it is essential that they have access to the necessary advice and support.
- Also must remember that assets/services are run by volunteers and the council cannot just pass orders down and expect us to follow. Need to discuss with us and allow us to be independent with access to support when required.
- Do not want to be directed by the council but to be able to develop activities that suit our communities but do want to be part of a wider network of centres so can access support and advice if and when needed.
- Some community centres need more help than others so important to prioritise.

Training for volunteers
- Training important, volunteers from council community centres can access councils training courses. Good to be able to access this training but again it all requires time commitment.
Community perceptions
- One barrier identified was perceptions that community centres are run by the council and staff are salaried and communities do not realise that they are run by volunteers. People have an expectation that the Council will run services and that will be a barrier that will need to be overcome if communities are to take on services/assets.
- Community asset transfer can also be seen as a threat to some rather than an opportunity. Some worry that their services will be taken over by someone else and then others concerned about the level of service and commitment that might be provided if council not involved.

Commitment and involvement of communities/volunteers
- Need to have a core of people who have dedication and commitment to the centre or service in the longer term to ensure sustainability.
- Many people are willing to be involved in the short term to run and be involved in groups but do not want or are not able to commit in the longer term.
- Often people do not want the full responsibility of taking on all that is involved in managing an asset/running a centre.
- Big distinction between those who volunteer in a charity shop for a couple of hours a week to running an asset which can be a full time job.
- Time is a key element and barrier to taking on services, people have busy lives and do not or cannot commit enough time to be that involved. Competing demands on time.
- Many of those running services/centres are elderly and as they are no longer able to do it there is no one coming up behind to take on/sustain these services.
- Fear factor puts people off especially new volunteers. Taking the fear away so people feel confident and able to take on services, including providing back-up and support will be vital to encouraging people to take on services.
- Involvement of local councillors in community centre committees and development.

Valuing volunteers and raising the profile of volunteers
- Annual showcasing of good work
- Media stories and raising profile appreciation of volunteers
- Seem to lack appreciation of what volunteers are doing
- Do not get the respect or feel valued by council and often community.
- Recognition is important and goes a long way to motivating people to be involved.

Networking (peer to peer support)
- Sharing skills and knowledge for community centre and services taken on more widely.

Joined up thinking across the Council
- When looking at new initiatives and resources consider community assets/organisation like for instance support for older people, using services provided by community which will in turn help to sustain them).
Localism Bill – Provisions relating to Wales
January 2011

The Localism Bill was introduced in the House of Commons on Monday 13 December. This paper provides a guide to Welsh related provisions in the Bill.

The Bill gives the National Assembly for Wales legislative competence in respect of three matters:

- local referendums on proposed council tax levels;
- planning applications and enforcement;
- the Housing Revenue Account (HRA) and Housing Revenue Account Subsidy (HRAS) system in Wales.
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National Assembly for Wales

Localism Bill – Provisions relating to Wales
January 2011

Alys Thomas, Jonathan Baxter and Graham Winter

Paper Number: 11/003
Summary

The *Localism Bill* was introduced in the House of Commons on Monday 13 December by the Rt.Hon. Eric Pickles MP, Secretary of State for Communities and Local Government. The House of Commons has published a comprehensive Research Paper on the Bill. This paper provides a guide to Welsh related provisions in the Bill.

The Bill gives the National Assembly for Wales legislative competence in respect of three matters:

- local referendums on proposed council tax levels;
- planning applications and enforcement;
- the Housing Revenue Account (HRA) and Housing Revenue Account Subsidy (HRAS) system in Wales.

The Bill also contains two Wales-only provisions that will confer a power for Welsh Ministers to decide the timing of council tax revaluations in Wales and a power for Assembly Ministers to give directions to Welsh local authorities who fail to produce new budget calculations after having their Council Tax capped.

A number of provisions will apply to both Wales and England. These include:

- ensuring that councillors are not prevented from taking part in decisions where they have expressed a view on related issues (“Predetermination”);
- requiring local authorities to publish senior pay policy statements;
- repealing duties for local authorities to promote understanding of local democracy and make schemes for handling petitions;
- requiring ballots on all proposals for Business Rate Supplements, and enabling local authorities to give discretionary Business rate discounts.

The Bill also contains provisions which require a Legislative Consent Motion (LCM) in the National Assembly. These include the local authority pay accountability provisions, the repeals relating to local democracy and petitions and the homelessness provisions.

This paper will explain more fully what powers are granted to the National Assembly for Wales and to Welsh Ministers in the Bill and the implications of the clauses that apply in Wales and England.

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1. *Wales Office, Welsh Secretary welcomes Localism Bill to switch powers to communities, 13 December 2010*
2. Ibid.
3. Ibid.
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Localism Bill

1. Introduction

The *Localism Bill* was introduced in the House of Commons on Monday 13 December by the Rt.Hon. Eric Pickles MP, Secretary of State for Communities and Local Government. The Bill was announced in the Queen’s speech on the 25 May 2010 which stated that it was intended to devolve greater powers to councils and neighbourhoods and give local communities control over housing and planning decisions. The House of Commons has published a [comprehensive Research Paper](#) on the Bill.4

The main elements of the Bill are to:

- give councils in England a general power of competence;
- set out the types of governance arrangement which will apply to local authorities in England and allows for mayoral referendums in specified areas;
- give new powers in England to help save local facilities and services threatened with closure, and give communities the right to bid to take over local authority-run services;
- abolishes the Standards Board regime in England;
- give a power for the UK Government to require local and public authorities in England to pay EU sanctions if found responsible for infringements of EU law;
- require public bodies in Wales and England to introduce a senior pay policy document;
- make changes to the major infrastructure planning regime in Wales and England;
- make changes to the business rate regimes in Wales and England including allowing local authorities greater discretion over rate relief; and
- give residents the power to instigate local referendums on any local issue in England and the power to veto excessive council tax increases.

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The Bill gives the National Assembly for Wales legislative competence in respect of three matters:

- local referendums on proposed council tax levels;
- planning applications and enforcement;
- the Housing Revenue Account (HRA) and Housing Revenue Account Subsidy (HRAS) system in Wales.

The Bill also contains two Wales-only provisions that will confer a power for Welsh Ministers to decide the timing of council tax revaluations in Wales and a power for Welsh Ministers to give directions to Welsh local authorities who fail to produce new budget calculations after having their Council Tax capped.

A number of provisions will apply to both Wales and England. These include:

- ensuring that councillors are not prevented from taking part in decisions where they have expressed a view on related issues ("Predetermination");
- requiring local authorities to publish senior pay policy statements;
- repealing duties for local authorities to promote understanding of local democracy and make schemes for handling petitions;
- requiring ballots on all proposals for Business Rate Supplements, and enabling local authorities to give discretionary Business rate discounts.
- changing the way local housing authorities may discharge the main homelessness duty under the *Housing Act 1996*.

The Bill also contains provisions which require a Legislative Consent Motion (LCM) in the National Assembly. These include the local authority pay accountability provisions, the repeals relating to local democracy and petitions and the homelessness provisions.

The Bill has been published in two volumes, one containing the 208 Clauses and the other the 24 Schedules.

This paper will explain more fully what powers are granted to the National Assembly for Wales and to Welsh Ministers in the Bill and the implications of the clauses that apply in Wales and England.

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5 Wales Office, Welsh Secretary welcomes Localism Bill to switch powers to communities, 13 December 2010
6 Ibid.
2. The Bill: Clauses relevant to Wales

Most of the provisions of the Localism Bill relate to England only. However, some clauses relate to England and Wales and to England, Wales and Scotland. This section summarises the clauses relevant to Wales.

**Part 1, Clauses 1 to 7** of the Bill provide a general power of competence for local authorities in England. In doing so, Schedule 1 repeals the well-being powers in the Local Government Act 2000 as far as they relate to England. However, these well-being powers remain in place for Wales.

**Part 1, Chapter 4 Clause 13** clarifies how the common law concept of "predetermination" applies to councillors in England and Wales. The Explanatory Notes to the Bill state:

"Predetermination occurs where someone has a closed mind, with the effect that they are unable to apply their judgment fully and properly to an issue requiring a decision. Decisions made by councillors later judged to have predetermined views have been quashed. The clause makes it clear that if a councillor has given a view on an issue, this does not show that the councillor has a closed mind on that issue, so that if a councillor has campaigned on an issue or made public statements about their approach to an item of council business, he or she will be able to participate in discussion of that issue in the council and to vote on it if it arises in an item of council business requiring a decision."

Clause 13 applies to members of all councils in England and Wales to which there are direct elections - although it applies both to elected and to co-opted members of those councils, and also to members of National Parks Authorities.

**Part 1 Chapter 6** sets out requirements for councils to prepare senior pay policy statements which they will then be required to follow when setting senior pay. This applies to Wales and England. Clause 21(1) places a requirement on a relevant authority to prepare, annually, a statement setting out the authority’s policy on the remuneration of its chief officers for the subsequent financial year. It may also set out the authority’s policies relating to other terms and conditions applying to chief officers. In preparing its statement, the authority must have regard to any guidance issued or approved by Welsh Ministers. This will require a Legislative Consent Motion in the Assembly.

**Part 1 Chapter 7** repeals the duties relating to the promotion of democracy and the provisions about petitions to local authorities. This will require a Legislative Consent Motion in the Assembly.

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Clause 27 removes the requirements for principal local authorities, in Wales and England, to provide information to people about how local governance systems work, including information on the role of the council, councillors, other relevant public bodies and civic roles such as magistrates, and how people can get involved.

Clause 28 removes the requirements for principal local authorities in England and Wales to make, publish and comply with a scheme for the handling of petitions made to the authority, and to provide a facility for making petitions in electronic form to the authority. It also removes the powers of Welsh Ministers to make provision by order in relation to petitions schemes.

Part 3 contains two provisions in relation to business rates in Wales including changes to business rate supplements and discretionary relief.

Clause 35 amends the Business Rate Supplements Act 2009 to provide that all proposals for the imposition of a Business Rate Supplement ("BRS") will require approval by a ballot of all persons eligible to vote, as opposed to the current position where a ballot is only required if the BRS is to fund more than one third of the total cost of the project to which the BRS relates. Clause 35(6) also requires that certain further information about the result of any ballot is to be published in the initial and final prospectuses for the BRS. The amendments would not apply in relation to a BRS that has already been imposed as the time the amendments come into force (whether or not the BRS is payable at that time).

Clause 36 amends section 47 of the Local Government Finance Act 1988 to replace the limited circumstances in which local authorities can currently give discretionary relief with a power to grant relief in any circumstances. This is subject to the condition that, except in the limited circumstances specified, the local authority may only grant relief if it would be reasonable to do so having regard to the interests of council tax payers in its area. The amendments also require a local authority to have regard to any relevant guidance issued by Welsh Ministers when deciding whether to grant relief under section 47.

Part 4, Clause 57 confers legislative competence on the National Assembly for Wales. The clause allows the Assembly to pass Assembly Measures in relation to local referendums on proposed increases in council tax levels.

Part 4, Clause 65 amends the Local Government Finance Act 1992 to provide the Welsh Ministers with the power, by order, to determine the timing of Council Tax revaluations in Wales, rather than being bound to the timetable for Wales currently set out by the Local Government Finance Act 1992. The orders are subject to the affirmative resolution procedure in the Assembly.
Part 4, Chapter 4 relates to Land of Community Value. Clause 71 places a duty on local authorities in Wales and England to maintain a list of assets of community value. The clause specifies that assets will be removed from the list after five years (unless already removed) with a power to Welsh Ministers to amend that period.

Clause 73 provides for procedures by which land may be included on the list, by community nomination or as specified by the appropriate authority in regulations (which may also specify details regarding nominations and listing by the local authority on its own initiative). It also provides for regulations to set out procedures that local authorities will be required to follow in considering nominations. Clause 74 requires a local authority to consider a community nomination, and to accept it if the land nominated is in the authority’s area and is of community value. It also requires the local authority to give the nominator written reasons for not listing the land. Clause 75 requires local authorities to give notice to specified persons of inclusion on or removal from the list together with a description of the statutory provisions. It also gives the appropriate authority power to make additional provisions about giving notice.

Chapter 6 of Part 5 of the Bill makes provision in relation to significant infrastructure projects in Wales England, particularly the abolition of the Infrastructure Planning Commission (IPC). The IPC is currently responsible for applications for development consent for those “nationally significant infrastructure projects” in Wales in the categories listed below:

- The construction or extension of a generating station of over 50 mega watts onshore or over 100 mega watts offshore;
- The construction of electricity lines above ground, unless not at or over 132 kilovolts or for a single consumer;
- The underground storage of gas in natural porous strata above certain thresholds and where the proposed developer is a gas transporter;
- The construction of cross-country pipelines (other than by gas transporters) over 10 miles long; and
- The construction or alteration of a harbour with an increase in facilities above certain thresholds.

The Bill will abolish the IPC as an independent organisation and transfer its staff and resources to the Secretary of State. The UK Government has stated that it will instead establish a Major Infrastructure Planning Unit (MIPU) which will form part of the Planning Inspectorate for England and Wales. As a consequence, the Welsh Commissioners of the IPC will also be abolished. The
MIPU will make recommendations to the UK Secretary of State on nationally significant infrastructure projects in Wales in the above categories. The Secretary of State will then make the final decision in accordance with the UK Government’s approved National Policy Statements (NPSs).

The Bill also amends the *Planning Act 2008* to require House of Commons approval of the NPSs. Revised draft NPSs on energy were issued by the UK Government for further consultation in October 2010. Concerns had been expressed that the previous versions did not adequately explain the relationship between UK Government policy and the Welsh Government’s planning policies on energy.\(^{10}\) The revised draft NPSs are substantially unaltered in this respect.

The Minister for Environment, Sustainability and Housing stated in July 2010 that she was seeking to meet with the UK Minister for Planning and Decentralisation to argue that the Bill also provides an opportunity for the UK Government to devolve responsibility for large-scale energy consents\(^{11}\). At present however the Bill does not provide for this.

**Chapter 2 of Part 6** makes amendments to the arrangements for *collection of the Community Infrastructure Levy (CIL)*. The CIL was introduced by the *Planning Act 2008*. It is considered a tax and as a result responsibility for it is not devolved. The CIL is a new charge which local authorities in England and Wales are empowered, but not required, to levy on most types of new development in their areas. The proceeds of the levy will provide new infrastructure to support the development of an area in line with local authorities’ development plans. In Wales, the 22 county and county borough councils and the three national park authorities have the power to charge CIL.

The Bill contains Clauses that deal with the evidence base for the setting of CIL and the powers of the independent inspector. They also allow for regulations to specify the transfer of CIL receipts.

(4) After section 216 insert—

**216A Duty to pass receipts to other persons**

(1) CIL regulations may require that CIL received in respect of development of land in an area is to be passed by the charging authority that charged the CIL to a person other than that authority.

This Clause is explained in a DCLG statement on CIL which says that:

Some changes to the levy will require amendments to legislation and regulations. The Government will include provisions in the Localism Bill to limit the binding nature of

\(^{10}\) For example see the written evidence from the Infrastructure Planning Commission to the Sustainability Committee’s inquiry into the Planning system: 14-SC-PL, *Evidence from the IPC*, 9 June 2010

\(^{11}\) Welsh Assembly Government Press Release: *Welsh Minister seeks talks on greater energy planning powers with UK Government*, 13 July 2010
examiners’ reports, and amend the Community Infrastructure Levy Regulations 2010 to give local communities more control over the levy, and make it more responsive to local needs. The Government will require charging authorities to allocate a meaningful proportion of their levy revenues raised in each neighbourhood back to that neighbourhood [...]\(^\text{12}\)

**Part 5 Chapter 7, Clause 119** confers legislative competence on the National Assembly for Wales. The clause allows the Assembly to pass Assembly Measures in relation to various aspects of development management in Wales, including applications for planning permission, the exercise of local planning authorities’ functions and the enforcement of restrictions under town and country planning legislation.

**Chapter 1 of Part 6** provides that a local housing authority in England and Wales may fully discharge its duty to secure accommodation for unintentionally homeless persons by arranging an offer of suitable accommodation in the private rented sector.

**Clause 152** confers legislative competence on the National Assembly for Wales. The clause allows the Assembly to pass Assembly Measures in relation to accounts, borrowing and subsidies relating to local authorities’ housing functions. The competence covers, in particular, the Housing Revenue Account and the Housing Revenue Account Subsidy system in Wales, and would enable the Assembly to make provision for Wales corresponding to that made for England by Chapter 3 of Part 6.

3. **Provisions for Wales : Framework Powers**

3.1. **Local referendums on proposed council tax levels**

The Bill amends Schedule 5 to the Government of Wales Act 2006 in Field 12 (local government) to insert:

Matter 12.19
Referendums on council tax increases by county councils, county borough councils, police and crime commissioners and fire and rescue authorities.

The Bill makes provision for referendums on council tax levels to be held in England. The effect of Clause 57 is to allow the National Assembly for Wales to make similar provision in an Assembly Measure if it were so minded.

Schedule 5 of the Bill inserts a new chapter into the the Local Government Finance Act 1992 which sets out the procedures for council tax referendums in England.

\(^{12}\) Department for Communities and Local Government, Press Notice, *Clark: Communities to share in the advantages of development*, 18 November 2010
The Conservatives announced in opposition that, if elected, they would abolish council tax capping and replace it with a system which made planned increases in council tax above a certain threshold subject to a local referendum.\(^{13}\) Local electors would be able to veto an excessive increase if they wished to. The Coalition Government issued a consultation paper on the proposal in August 2010.\(^{14}\)

The Rt. Hon. Eric Pickles MP argued that:

If councils want to increase council tax further, they will have to prove the case to the electorate. Let the people decide.

The new Government is committed to a review of local government resource, but such reforms must go hand in hand with measures to protect the interests of local taxpayers.

This is a radical extension of direct democracy, as part of a wider programme of decentralising power to local communities. Power should not just be given to councils, but be devolved further down to neighbourhoods and citizens.\(^{15}\)

However, some critics argue that the proposal is anti-localist and in practice will hamper the financial autonomy of councils. David Walker, in The Guardian wrote:

High up in the localism bill is a measure designed to intimidate councillors by threatening referendums on plans to raise tax above some centrally specified threshold.\(^{16}\)

Welsh Ministers are currently empowered to impose a cap on council tax levels under existing legislation if they so wish. Answering oral questions in Plenary in early December 2010, the Minister for Social Justice and Local Government, Carl Sargeant AM, stated:

My position is that I stand ready to use my capping powers if necessary, and I believe that local authorities would be wise to consider that in their precept-setting arrangements. I have not received any indication as yet that authorities are considering large increases in their precepts, but I will use my capping powers if I need to.\(^{17}\)

In a Written Statement about the Localism Bill, Mr Sargent elucidated:

The Welsh Assembly Government believes that Welsh citizens should have a stronger role in the determination of annual council tax, and wishes to give further consideration to what is the best option for Wales in terms of controlling the setting of excessive council tax increases and holding referendums.

The Welsh Assembly Government have therefore sought Measure powers to enable it to legislate for the process to be followed in terms of defining the principles of excessiveness,

\(^{13}\) HC Library, Council Tax: local referendums, Standard Note, SN/PC 05682, 1 September 2010

\(^{14}\) DCLG, Localism Bill – Provision for referendums to veto excessive council tax increases: impact assessment – consultation stage, August 2010.

\(^{15}\) DCLG, New people power to end the era of soaring council tax, Press Release, 20 July 2010

\(^{16}\) David Walker, ‘Eric Pickles’ Bill is a farrago’, The Guardian, 14 December 2010

\(^{17}\) RoP, 1 December 2010
the timing of any referendum process, the procedure and format of the referendums that are to be held and the resulting sanctions that authorities would face in the event that they fail to follow the statutory process. 18

An Explanatory Memorandum 19 issued by Welsh Ministers in respect of Welsh provisions in the Bill stated that the powers would enable the Assembly to legislate for the circumstances in which referendums must be held on proposed council tax increases and the process to be followed. This would include:

- defining the principles of excessiveness that would trigger the need for a referendum;
- the timing of any referendum process;
- the procedure and format of the referendums that are to be held and
- the resulting sanctions that authorities would face in the event that they fail to follow the statutory process.

The Memorandum stated that the Assembly could make provision about:

- The publication of draft principles of excessiveness as a matter of routine at the time of the provisional local government settlement announcement in mid to late October. These could be subject to consultation along with the draft local government settlement proposals, with a view to the principles being confirmed at the time that the local government finance report is laid for debate and approval by the Assembly in December.
- Allowing authorities to conduct referendums with different options for increasing the council tax in their area, at least one of which must not be deemed excessive.
- Powers to specify arrangements for a referendum. This would include the framing of any referendum question and balloting arrangements.
- Provision that the costs of any referendum would be borne by the triggering authority.

3.2. Planning applications and enforcement

Clause 119 of the Bill states:

119 Powers of the National Assembly for Wales

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18 Written Statement by Carl Sargent AM, Minister for Social Justice and Local Government, Jane Davidson AM, Minister for Environment, Sustainability and Housing and Jocelyn Davies AM, Deputy Minister for Housing and Regeneration, The Localism Bill, 14 December 2010.
(1) In Part 1 of Schedule 5 to the Government of Wales Act 2006 (Assembly Measures: matters), Field 18 (Town and Country Planning) is amended as follows.

(2) After Matter 18.3 insert—

"Matter 18.4

Applications for planning permission.
This does not include—

(a) the cases in which planning permission is required,

(b) obligations, entered into in connection with applications, that—
   (i) restrict, or require, the doing of anything in, on, under or over any land, or
   (ii) require payments to be made,

(c) applications for urgent development made—
   (i) by or on behalf of the Crown, or
   (ii) in respect of land in which there is any Crown interest, or

(d) appeals (and further appeals) and other challenges in respect of—
   (i) decisions made on applications, or
   (ii) failures to make decisions.

Matter 18.5

The exercise or discharge, otherwise than by the authority whose functions they are, of functions of an authority in its capacity as a local planning authority.

Matter 18.6

Planning permission ceasing to have effect where the development to which it relates has been begun but not completed.

Matter 18.7

Enforcement—

(a) where things are done without any planning permission that is required,

(b) where there is a failure to comply with any condition or limitation subject to which planning permission has been granted,
(c) of prohibitions or requirements imposed for the preservation, in the interests of amenity, of particular trees or woodlands, and

(d) of provisions restricting or regulating, in the interests of amenity or public safety, the display of advertisements.

*Not included in matters 18.4, 18.5, 18.6 and 18.7*

Matters 18.4, 18.5, 18.6 and 18.7 do not include—

(a) criminal liability for acts or omissions done or suffered by or on behalf of the Crown, or

(b) any requirement for consent in relation to any step taken for the purposes of enforcement in relation to land in which there is any Crown interest.

(3) In the Interpretation of the field, before the definition of “local planning authority” insert—

“Crown interest” includes an interest—

(a) belonging to Her Majesty in right of the Crown, in right of the Duchy of Lancaster or in right of Her private estates,

(b) vested in a government department or held in trust for Her Majesty for the purposes of a government department, or

(c) belonging to the Duchy of Cornwall;”.

The Written Statement from the Welsh Ministers said:

The Welsh Assembly Government has recently undertaken a review of the planning application process in Wales informed by an independent report (Study to Examine the Planning Application Process in Wales, June 2010). Key themes emerged which highlighted where change is needed, including reducing uncertainty and delays, the need for planning decisions to be made at the appropriate level and the need for local planning authorities to be more responsive by increased use of shared resources and expertise through better cross boundary working. The Welsh Assembly Government is seeking Measure powers in these and related areas, so that it can take forward its policy at the appropriate time.\(^20\)

The Welsh Government Memorandum on the framework provisions in the Bill explains in more details the reasons for seeking additional competence\(^21\). Although executive powers in relation to town and country planning have been devolved to the Welsh Ministers, legislative competence is currently restricted to passing Measures in relation to local planning authority development plans and to


plans of the Welsh Ministers. The Bill would extend this legislative competence in four areas:

- The preparation, processing, consideration and determination of planning applications seeking planning permission for development or for amendment of existing planning permissions (Matter 18.4);
- The exercise or discharge of local planning authority functions otherwise than by the authority whose functions they are (Matter 18.5);
- Planning permission ceasing to have effect where a development has begun but has not been completed (Matter 18.6);
- The consideration of and taking of enforcement action to prevent, restrict or remove development (Matter 18.7).

The Welsh Government suggests that Matter 18.4 would allow the Assembly to pass a Measure in connection with the introduction of a statutory hierarchy of development to determine who decides different categories of development. Such a statutory hierarchy has recently been introduced in Scotland.

It also suggests that Matter 18.5 would enable a Measure to be passed to vary the definition of a local planning authority, so that for example two or more authorities would be required to work together to exercise local planning authority functions. It would also enable provision to be made in connection with shared planning services, for example for a lead authority to provide a specialist service on behalf of other authorities.

Finally the Welsh Government suggests that Matter 18.7 would enable a Measure to be passed to make provision about the enforcement of breaches of planning control such as removing the need for Welsh Ministers to confirm unopposed completion notices, additional powers for local authorities to remove works where a completion notice has been confirmed and removing the time limits for taking enforcement action.

It is not clear whether or not the competence sought also includes applications for listed building consent or conservation area consent. However, the Welsh Government Memorandum states that powers have not been sought in relation to the planning appeals system.

3.3. *The Housing Revenue Account (HRA) and Housing Revenue Account Subsidy (HRAS) system in Wales.*

Clause 152 of the Bill states:

152 Powers of the National Assembly for Wales
In Part 1 of Schedule 5 to the Government of Wales Act 2006 (Assembly Measures: matters) in Field 11 (housing) after Matter 11.8 insert—

Matter 11.9
“Accounts of local authorities in respect of land, housing and other buildings relating to their housing functions.

Matter 11.10
Borrowing by local authorities for the purposes of their housing functions.

Matter 11.11
Subsidies or payments replacing subsidies from the Welsh Ministers to local authorities, or from local authorities to the Welsh Ministers, in respect of local authorities’ housing functions.”

The clause provides framework powers for the National Assembly to pass Assembly Measures relating to local authority housing finance. This includes individual local authority Housing Revenue Accounts (HRA) and the Housing Revenue Account Subsidy (HRAS) system. The HRAS system in Wales has recently been the subject of a review commissioned by the Welsh Government and led by Professor Steve Wilcox. A review of the HRAS system in England in 2009 led to a commitment from the previous UK Government to abolish the system. The current UK Government is also committed to abolishing the system in England, and this is reflected in Chapter 3 of the Bill.

The HRAS system is administered in Wales by the Welsh Government, but controlled by HM Treasury. Any entitlement to subsidy is based on notional income and expenditure within an authority’s HRA. The HRA is a ring-fenced account containing income and expenditure relating to a local authority’s housing stock.

Under the HRAS system, local authorities with housing stock receive subsidy from Welsh Ministers if they are assumed to have a deficit on their HRA so that the account can be balanced. This is funded through redistributing income received from local authorities deemed to have a surplus on their HRA, with additional funding from HM Treasury if necessary.

Where a local authority is assumed to have a surplus on its HRA it must pay this amount to Welsh Ministers – this is known as negative subsidy. Any sums paid to Welsh Ministers under HRAS are treated as Annually Managed Expenditure (AME) by HM Treasury, and so are not available to spend on anything else as this

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22 Welsh Assembly Government, Jocelyn Davies(Deputy Minister for Housing, Review of Housing Revenue Account Regime and Review of Social Sector Rent Policies, Cabinet Written Statement, 17 November 2009
income is netted off total AME resources provided by the Treasury to the Welsh Government.

The system was intended to be redistributive, with those local authorities expected to have more income than is necessary to balance their HRA effectively subsidising those areas where income does not meet needs and HM Treasury covering any additional funding requirement. However, at present, all local authorities with housing stock in Wales are assumed to have a surplus on their HRA so all pay negative subsidy to Welsh Ministers, which is returned to HM Treasury through the arrangements described above.

Local authorities that have transferred their housing stock to a Registered Social Landlord are not part of the HRAS system.

On 8 December 2010, the Deputy Minister for Housing and Regeneration, Jocelyn Davies AM, announced in plenary that she had received the evidence from Professor Wilcox’s review and that the Minister for Business and Budget has made representations to HM Treasury for the system to be abolished in Wales. She also highlighted differences in local authority housing finance between the UK administrations post-devolution:

To give the Chamber a flavour of the difference between the various administrations, since devolution, the claw back to the Treasury from all English local authorities comes to £653 million; Scotland has gained £82 million, and Welsh local authorities have handed back £900 million. If it was unfair to England, it is gross injustice to Wales, when you consider that we have 5 per cent of the stock, but that our local authorities have parted with £900 million. We put in the case to the UK Government that this is the opportunity to do it; the localism Bill gives us the opportunity in terms of powers, but I hope that the UK Treasury will see that this has been an injustice that has gone on for many years, and that should it now be put to an end.23

The Bill will also insert Matter 11.10 which will allow Assembly Measures relating to borrowing by local authorities for the purposes of their housing functions.

4. Powers for Welsh Ministers

4.1. Timing of Council Tax Revaluation

The Bill contains two Wales-only provisions which give powers to Welsh Ministers. The first, Clause 65, will confer a power for Welsh Ministers to decide the timing of council tax revaluations in Wales.

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23 RoP, 8 December 2010
The current legislation relating to the revaluation of council tax bands in Wales is the *Local Government Act 2003*,24 (“the 2003 Act”) which made provision for the revaluation that took place in 2005.

Section 77 of the 2003 Act inserted section 22B into the *Local Government Finance Act 1992*25 (“the 1992 Act”), which provides for a statutory revaluation cycle for the council tax in England and Wales. Section 22B(2) required new lists to be compiled and to come into force for England on 1 April 200726 and 1 April 2005 in Wales. Section 78 of the 2003 Act gives powers to change the number of council tax band.

Section 22B(3) of the 1992 Act requires that further new lists must be compiled and come into force no more than ten years after the date of the previous (2005 and 2007) lists. This means that the period between revaluations will be no longer than ten years.

The Bill further amends the relevant section of the 1992 Act in respect of Wales so that Welsh Ministers may make an Order at any time for a new valuation list to be compiled on 1 April in any specified year – in effect a revaluation for council tax purposes.

In practice, this means that Welsh Ministers may delay a further revaluation indefinitely which is the case in England when the provisions relating to the timing of English revaluation in the 1992 Act were repealed and amended in 2006, thereby preventing the planned 2007 revaluation from proceeding. The *Council Tax (New Valuation Lists for England) Act 2006*27 replaced the provisions in the 1992 Act with a power for the Secretary of State to set the date of the first revaluation and of further revaluations by Order, subject to affirmative procedure in Parliament. Clause 65 of the Bill requires any Order made by Welsh Ministers to be approved by a resolution of the National Assembly for Wales.

### 4.2. Powers related to capping Council Tax

Section 56 of the Bill makes provisions for amendment of other legislation in order to allow for referendums relating to council tax increases. Schedule 6 (council tax referendums: consequential amendments) leaves in place provisions relating to council tax capping in Wales. This allows current arrangements to

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26 The UK Government subsequently abandoned plans for revaluation in England.
27 Council Tax (New Valuation Acts for England) Act 2006 (c.7)
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continue until such a time that an Assembly Measure is passed that makes provision for referendums on council tax increases to be held.

5. The Referendum on Assembly Powers


The Welsh Government Explanatory Memorandum explained that the matters listed in the framework powers in the Bill are not set out in the same detail in Schedule 7 but they already fall within the broader subjects in the Schedule. Specifically:

- matters 11.9 to 11.11, relating to local authority accounts, borrowing and subsidy in respect of their housing functions, would come within the subject “Housing and housing finance” in paragraph 11 in Part 1 of Schedule 7;
- matter 12.19, relating to referendums on Council Tax increases, would come within the subject “Local government finance” in paragraph 12; and
- matters 18.4 to 18.7, relating to planning applications and enforcement action would come within the subject “Town and country planning” in paragraph 18.

The Memorandum further explained:

This means that in the event of an affirmative vote in the referendum (due to be held on 3 March 2011), the Assembly would be able to legislate in relation to these matters. But in the event of a “no” vote the current process will continue, whereby the Welsh Assembly Government will be able to seek legislative competence for the Assembly on a case by case basis through framework powers in Acts of Parliament and Legislative Competence Orders (LCOs) under section 95 of the 2006 Act. Under this scenario, the framework powers in this Bill would confer legislative competence on the Assembly in the specific areas of referendums on council tax increases, development management and the Housing Revenue Account (HRA) and HRA subsidy.
Behaving sustainably (from One Swansea Plan)

We are committed to working in a way that promotes sustainable development. This means incorporating five sustainable development behaviours into the development and delivery of this plan.

- **Long term**: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- **Prevention**: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- **Integration**: Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- **Collaboration**: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- **Involvement**: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

These five behaviours have been built into the Wellbeing of Future Generations (Wales) Act 2015 designed to promote sustainable development across Wales.
New Models of Delivery - Community Action
Progress Report

Community Centres / Senior Citizen Pavilions
Proposals to reduce the running costs of Community Centres and Senior Citizens Pavilions were approved by Council as part of the Medium Term Financial Plan. The savings totalled £70k, for the 2016/17 budget year and were described as ceasing small grants, enabling greater community governance and utility savings, and will also require up front support to community groups and deployment of staff to income generating activity and development of community action strands. Consultation with the users began on 9th February 2015 at a session at the Civic Centre with discussions with our Community Centre and Senior Citizen Pavilion committees about the financial position facing the council and the principles we are applying to address them where 33 out of the 41 buildings were in attendance, with 69 volunteers.

To achieve the savings, a new governance model (yellow/white licences) for Community Centres / Senior Citizen Pavilions and one legal agreement was created. Therefore, as at 1st April 2016 38 (out of possible 40) Community Buildings will undertake the new licence, accepting the financial responsibilities for utility costs formerly paid by the authority.

Pentrechwyth SCP - small senior citizen group will transfer to nearby Bonymaen Community Centre. Local boxing club has shown interest in hall.

De La Beche SCP – ongoing discussion with group in regard to restrictions on “deed of gift”.

Underhill Park
£10,000 identified saving from the Parks budget for the transfer of parts of Underhill Park to Mumbles Community Association.

A meeting was held on 10th July 2015 with members of Mumbles Community Association to discuss the potential to amend the proposed arrangement whereby the Community Association took on a lease of significant areas of Underhill Park and would pay the Parks service to continue to maintain these areas. This proposed amendment was based on a Legal opinion that it would be very difficult to grant the Community Association exclusive use of a public park.

Following the meeting it was agreed that the amended approach would be that the Authority grant a lease or separate leases for:

- The proposed Multi Use Games Area (MUGA)
- The proposed Community Building, which will include changing rooms.

The Community Association will have exclusive use of these areas and a rent will be payable to the Council which will most likely be calculated on a turnover basis.

Draft Heads of Terms for the sites of the proposed MUGA and Community Building were provided to the Association on 2nd September 2015. The Community Association will not take a lease of the sports pitches and existing park pavilion but will continue to use them via a self-management agreement, which involves them being responsible for match day duties but the Council being responsible for maintenance. In order to make the saving to the Council as approved by Cabinet in November 2014 it has been suggested to the Association that the member clubs will
continue with payment of permit fees and the Council will not provide a match day attendant. A draft self-management licence is being prepared for the existing pavilion. This will not grant the association exclusive use at this stage. However the Association may wish to take on a repairing lease of the existing pavilion in due course, which will result in **further savings to the Council**.

**Playing Fields**

Discussions have taken place with Swansea and Carmarthenshire league clubs to inform them of proposed changes to permit fees and determine interest in self-management agreements, whereby clubs take on weekend sports duties currently performed by Council staff in return for a reduced permit fee.

Interest has been expressed by approximately 15 clubs at 10 sites and meetings will be held with all interested parties prior to Christmas 2015. To assist in the process a ‘Frequently Asked Questions’ document has been circulated to all as well as a draft self-management agreement. It is likely that the majority of agreements will commence for the start of the 2016/17 season.

A number of clubs, mainly in the Carmarthenshire league, have existing self-management agreements which will be superseded by the new arrangements and will commence on 1st January 2016.

Some interest has been expressed in taking on lease arrangements at certain sites but most clubs have agreed to undertake self-management in the first instance with a view to considering a lease in the future.

Discussions with Swansea Cricket Club are underway regarding a similar arrangement to the above in relation to St Helens.

**Self-management of pitches could potentially generate a saving of £15,000 - £20,000 depending on the number of clubs taking up the agreement.**

**Bowling Greens**

**£135,000** required to be saved from the Parks budget for bowling green maintenance, by 31st March 2016.

Regular discussions and meetings with Bowls associations and clubs have been undertaken and an interim agreement has been in place for the 2015 season which allowed the savings to be made by way of a reduced specification and for bowlers to pay an affordable permit fee, where no bowler paid more than £60 for a season permit.

Following a series of meetings all clubs are clear that they will be required to take on a lease of their green from April 2016 and to assist in the process a ‘Frequently Asked Questions’ document has been circulated to all as well as a draft lease.

Further discussions will take place following feedback from the associations on the lease terms.
Friends of Parks
There are now approximately 30 groups in existence and a number are undertaking elements of environmental work in their local green space, organising events or applying for grant to undertake improvements.

Guidance for establishing or developing groups has been produced and circulated to all current and planned groups

A Friends forum and a dedicated Facebook page have been established and the group meets on a quarterly basis. It is currently facilitated and chaired by Officers but the intention is that it becomes a stand-alone group in due course.

No budget saving has been identified to date.

Community Councils

Mumbles Community Council has expressed interest in taking on a number of council-run services and facilities, including - mumbles bowls green, streetscene, mumbles and Langland tennis courts and allotments. No formal interest has been received to date. No saving in addition to the saving already identified for bowling greens has been identified to date.

Gorseinon Town Council has expressed interest in local Parks and some buildings. Discussions involving the Town Council and the local bowls association have taken place with regards to the lease of the bowling green but no decision has been agreed upon to date. No saving in addition to the saving already identified for bowling greens has been identified to date.

Pontarddulais Town Council – Further to the meeting with Members held at the beginning of the year when it was agreed that the future operation of the sports centre was linked to partnership options with community groups and the Pontarddulais Comprehensive School.

The current position appears that the community group involvement has failed to materialise but a meeting has been held between the Leisure Centre Manager, The Leisure Operations Manager and Senior Management representatives from the school.

Information on programming and finance has been exchanged between both parties with discussion at Governor level to follow and obviously decide what route to follow, once this meeting has taken place a follow up meeting will be held between Council Officers and the school representatives.

The proposals within the Commissioning review project a full saving of £21,800 in year 1 (16/17), subject to cabinet approval on 19 November 2016.

Llanrhidian Higher Community Council (Penclawdd) has expressed an interest in leasing Graig y Coed playing fields. Initial discussions have taken place and the CC will be formally responding following a meeting on 16th November. This could generate a potential £10,000 saving.
Bowls Centre
Bowls club to operate bowls centre – reference cabinet report 17 March 2015
Bowls Club have incorporated themselves as a company that is appropriate to enter into full lease and management agreement with the Council following cabinet approval.
No management fee or building costs will be paid by CCS following execution of the lease/management agreement. Lease is fully repairing basis, with Bowls Club taking on all repairing obligations, including lifecycle costs.
Legal negotiations between CCS and Swansea Indoor Bowls Ltd ongoing (November 2015) but are now entering into final stages prior to signing agreement. Achieving savings for financial year 15/16 will depend on timings of agreement, and are likely to be realised at this stage. No management fee is currently being paid. Full savings, i.e. zero cost to the Council from 16/17 to be achieved.

The overall saving for Community Action of the Bowls Centre was £30,000 in 15/16 and a further £40,000 in 16/17.

Cefn Hengoed Community School/Bonymaen RFC
Consultants have been appointed by Bonymaen RFC funded by the Transformation Fund to undertake a feasibility study to examine ways of securing the financial sustainability and the long term future of the Rugby Club and the community leisure facilities at Cefn Hengoed. The brief for the feasibility study included consideration of an originally proposed project entailing an asset transfer, via the granting of a long lease from the City and County of Swansea, which would enable Bonymaen RFC to fully relocate from its current ground to Cefn Hengoed Community School. The initial proposal was for Bonymaen RFC to sell its ground and use the proceeds as ‘match funding’ for bids to grant programmes, to meet the total cost of the project. Identified partners in the project were Bonymaen RFC, the City and County of Swansea Council and Cefn Hengoed Community School.

The study has identified a different approach to that initially proposed. Potentially the first phase of the project will require the club to sell part of its land to fund a 3G pitch on the School site, which needs CCS ‘buy-in’ as to whether or not to proceed with detailed investigations, design and applications to funders.

No decision to proceed with an agreed future project will take place until all parties are wholly satisfied that the project is in their best interests.
APENDIX A

Framework for a written constitution

1. The Organisation shall be called [Full title], hereafter to be referred to as “the Organisation”

2. Aims and Objectives

2.1 (For example) To foster and promote ……., providing opportunities for ………

3. Membership
3.1 Membership of the Organisation shall be open to any person, regardless of race, age, gender, sexual orientation or ability, who completes a membership application form and pays the relevant subscription/joining fee as determined by the Annual General Meeting of the Organisation Members.

3.2 There shall be …. [add number] of classes of membership available. These are (optional):
   - Full Member
   - Junior Member (Under 16 years of age)
   - Associate Member
   - Social Member
   - Honorary Member
   - Other: Please specify

4. Officers
4.1 The Officers of the Organisation shall be as follows:
   - Chairperson
   - Secretary
   - Treasurer

5. Election of officers
5.1 All Officers shall be elected at the Annual General Meeting of the Organisation from, and by, the Members of the Organisation.

5.2 All Officers are elected for a period of one year, but may be re-elected to the same office or another office the following year.

6. General Committee
6.1 The affairs of the Organisation shall be controlled by a General Committee comprising the Executive Officers of the Organisation and…. [add number] other Members elected from, and by, the Full Members of the Organisation. The General Committee shall meet at agreed intervals and not less than four times per year.

6.2 The duties of the General Committee shall be:
   - To control the affairs of the Organisation on behalf of the Members.
   - To keep accurate accounts of the finances of the Organisation through the Treasurer. These should be available for reasonable inspection by Members and should be audited before every Annual General Meeting. The Organisation shall maintain a bank current
account and the following Officers shall be authorised to sign Organisation cheques: two from the Chairperson; Treasurer and Secretary.

- To co-opt additional members of the Committee as the Committee feels this is necessary. Co-opted members shall not be entitled to a vote on the Committee.
- To make decisions on the basis of a simple majority vote. In the case of equal votes, the Chairperson shall be entitled to an additional casting vote.

7. General meetings
7.1 The Annual General Meeting (AGM) shall be held not later than the end of [name month] each year. [21] clear days written notice shall be given to Members of the AGM by circulating a copy of the notice to every member at their home address. Members must advise the Secretary in writing of any business to be moved at the AGM at least [14] days before a meeting. The Secretary shall circulate or give notice of the agenda for the meeting to Members not less than [7/14] days before the meeting.

7.2 The business of the Annual General Meeting shall be to:
   7.2.1 Confirm the minutes of the previous AGM and any General Meetings held since the last AGM.
   7.2.2 Receive the audited accounts for the year from the Treasurer.
   7.2.3 Receive the annual report of the Committee from the Secretary.
   7.2.4 Elect the Officers ie Chairperson; Secretary; Treasurer and other General Committee Members.
   7.2.5 Review any subscription rates and agree them for the forthcoming year.
   7.2.6 Transact such other business received in writing by the Secretary from Members [14] days prior to the meeting and included on the agenda.

NOTE: The agenda could provide for “Any Other Business”, but Members should be encouraged to refer other items to the General Committee and give the required notice for important Annual General Meeting business.

7.3 Special General Meetings may be convened by the General Committee or on receipt by the Secretary of a request in writing from not less than [number] Full Members of the Organisation. At least 21 days’ notice of the meeting shall be given.

7.4 Nomination of candidates for election of Officers shall be made in writing to the Secretary at least 14 days in advance of the AGM date. Nominations can only be made by Full Members and must be seconded by another Full Member.

7.5 At all General Meetings, the chair will be taken by the Chairperson or, in their absence, by a deputy appointed by the Organisation or by Full Members attending the meeting.

7.6 Decisions made at a General Meeting shall be by a simple majority of votes from those Full Members attending the meeting. In the event of equal votes, the Chairperson shall be entitled to an additional casting vote.

7.7 A quorum for a General Meeting shall be [number] Full Members and [number] Officers of the Organisation including [1/2] from the Chairperson; Secretary and Treasurer.

7.8 Each full member of the Organisation shall be entitled to one vote at General Meetings.

8. Alterations to the Constitutions
8.1 Any proposed alterations to the Organisation Constitution may only be considered at an Annual or Special General Meeting convened with the required written notice of the proposal. Any alteration or amendment must be proposed by a Full Member of the Organisation and seconded by another Full Member. Such alterations shall be passed if supported by not less than two-thirds of those Full Members present at the meeting, assuming that a quorum has been achieved.

9. Dissolution
9.1 If, at any General Meeting of the Organisation, a resolution be passed calling for the dissolution of the Organisation, the Secretary shall immediately convene a Special General Meeting of the Organisation to be held not less than one month thereafter to discuss and vote on the resolution.

9.2 If, at that Special General Meeting, the resolution is carried by at least two-thirds of the Full Members present at the meeting, the General Committee shall thereupon, or at such date as shall have been specified in the resolution, proceed to realise the assets of the Organisation and discharge all debts and liabilities of the Organisation.

12.1 After discharging all debts and liabilities of the organisation, the remaining assets shall not be paid or distributed amongst the full members of the organisation, but shall be given or transferred to some other voluntary organisation having objects similar to those of the organisation.
Setting Out

Establishing and Developing Community Groups
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1. INTRODUCTION

The City and County of Swansea (CCS) values the efforts and achievements volunteer groups make for the benefit of their local community and are committed to working with them and supporting their efforts. However CCS is facing unprecedented financial constraints and services currently delivered by CCS will need to be delivered in a different way if they are to remain. Communities will need to take on some of what CCS currently delivers or there is a chance that they will not be provided at all in the future.

CCS along with other organisations supporting the third sector needs to help build community capacity to support a new approach, where communities do more for themselves and the voluntary and community sector are equipped with the skills, knowledge and advice to enable the changes required to take place.

These actions may lead to a broad range of activities, including the transfer of services and assets from CCS to third party organisations in order to allow the continuation of services and beneficial use of assets beyond CCS’s future involvement and funding.

This document is intended to provide a framework to assist in the setting up of community groups in Swansea in order to establish and achieve agreed aims and objectives for groups and to enable them to work effectively in partnership with CCS.

CCS would like to acknowledge Sheffield City Council whose ‘Starting a new community group’ document is the basis on which this document has been produced. However the information given in this toolkit is for general informational purposes only and does not constitute legal advice; no warranty, expressed or implied, is made regarding accuracy, adequacy, completeness, legality, reliability or usefulness of any information.

2. GETTING STARTED

2.1 Why form a group?
Community involvement in the regeneration of their local environment has been shown to be of key importance in effectively tackling issues such as vandalism, dereliction of land and wasted space, under-used green space or buildings, fear of crime and in developing a sense of community ownership.

Try and be specific about what you want to achieve. Benefits in establishing community groups include access to training, skills enhancement and access to grants that are not available to the local authority.

As well as helping you to think about your aims, this will help you to decide if forming a new group is the best option to achieve what you want to do.

2.2 Questions to ask
It is useful to consider a number of questions before forming a new group.

2.2.1 Is there any public interest?
Making a difference takes a lot of work and is easier if there is significant commitment from community members. Many groups start off small, as sometimes it is difficult to attract people
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to get involved. However, it is still important to talk to local people to see if they are interested in your ideas even if they do not want to be actively involved. This can be done formally through your first meeting, or informally just by speaking to people.

2.2.2 Is there already a group with a similar aim?
It is important to talk to other groups in the area as they may have already thought of similar ideas and be working towards achieving them. Where there is a group working towards similar aims it may be better to join in with them rather than set up a new group.

3. HOW DO WE GO ABOUT FORMING OUR GROUP?

There are essentially four steps to formally setting up your group:

3.1 Step 1: Hold a Public Meeting
This will help to gauge interest and see what support there is for your ideas amongst the local community.

3.1.1 Where and when should we have a meeting?
Think about why you want the meeting and how soon you feel the meeting should be held. Consider your local area and people you want to attend and ask:
- Do we need to hold meetings at particular times to catch a specific audience?
- Will the meeting clash with other events or days of religious significance?
- Is the building we want to use accessible? If not would it exclude any groups?

3.1.2 Who will we invite?
Try to involve as many people as possible from your local community. You may want to invite others who have a local influence e.g. Councillors, local Police Officers, etc.

3.1.3 How will we let people know?
Look at how you will get people to come to the meeting. You could advertise through posters, flyers, local newsletter or send out personal invites. You could also combine the meeting with a small activity to draw people or visit other local events in the area to let people know about your ideas. Try to be creative with your publicity to reach as many people as possible.

3.1.4 How will we run the meeting?
If you do not already have a Chair and Secretary then you need to nominate people to take on these roles for the meeting. If no-one feels confident in managing these roles approach your local Councillors to see if they can assist.

It is likely some people will turn up to an initial meeting to air their views but will then not feel a need to turn up to any further meetings - this is fine as it is important at this initial stage to get as many different contributions and ideas as possible.

3.1.5 How will we keep people updated?
Decide how you will distribute your minutes. Can they be posted or emailed? Record who was at the meeting and ask people to provide contact details so you can send minutes and details of future meetings/events.

Other things to consider;
- Before the meeting circulate an agenda with start and finish times and ensure that participants are provided with enough information for decision-making.
• The Chair, if your group has one, or a person nominated to act as Chair, should open the meeting by highlighting the agenda and objectives.
• During the meeting the Chair should invite participation and eliminate any issues that are not on the agenda or that can be resolved elsewhere. Ensure each item is covered in full, allowing participants enough time to comment on whilst keeping to the agreed timescale. Avoid letting the meeting over-run to allow participants who may have other commitments a full opportunity to engage in all the agenda items.
• Conclude the meeting by summarising the highlights of the meeting, identifying action points, assigning them with timetables for completion and then set the date and venue for the next meeting.

After the meeting the Secretary (or a person nominated to act as Secretary) should provide written minutes to all participants highlighting the main areas of discussion, action points and who will follow up the action points with appropriate timetables and the date and venue of the next meeting.

3.2 Step 2: Draw up a list of what you would like to achieve
At your first meeting try to come up with a list of ideas that you would like your group to achieve. Try to involve as many people as possible in this, recording all ideas suggested without getting bogged down in the details— action planning will come later.

Start by listing the reasons you want to form a group. This should be a list of all the activities or things you would like to achieve and can be done as part of your first meeting. This list will help you to agree your aims ready for developing your constitution.

Be specific about what you want to achieve, but do not go into details about how you will achieve them yet. Examples include:

• Improving an area or park
• Taking on a building
• Liaising with the Council
• Raising awareness of the group
• Involving and consulting local people
• Fundraising
• Use of Volunteers

3.3 Step 3: Agree your aims and draw up a Constitution
A constitution is a legal document that establishes the legal status of your group. It is important that any changes to your constitution are carried out and recorded correctly and that your group always follows the procedures as outlined in it. Producing a constitution is a really important step in forming your group and it is worth spending some time on.

A constitution is a set of rules, agreed by members, which outlines how the group is run and to clarify its purpose. It should also do the following:

* Ensure fairness in the way decisions are made in the group.
* Ensure the group’s finances are conducted properly and openly.
* Provide clear and helpful procedures to use if things go wrong.

Any constitution is likely to include the following: The name of the organisation.
• Aims
What is your group’s fundamental reason for forming? Keep it as broad as possible to allow flexibility as your priorities or needs change. e.g. ‘To improve/protect the area known as….’.

• Objectives
This gives a bit more detail about how your group will achieve your aim but keep it really general to allow flexibility to your group to develop in future. Your objectives may include ‘fundraising’, ‘promotion’, ‘conservation’, ‘involving local people’, etc.

• Membership.
Who can be a member of your group, how will they join, how they can resign or be removed? Keep membership as broad as possible and do not exclude any groups within your community (funders will want to see that you involve the whole of your community).

• Management Committee
Agree nominations for your management committee. Agree a maximum number of committee members but keep it manageable – less than 6 people tend to be unrepresentative, but between 12 and 15 is often a good maximum. You might decide to have deputy (vice) officers for key roles such as Chair, etc. How will you elect your management committee, will it be an annual vote at your Annual General Meeting (AGM)? Can new members be co-opted between AGMs?

• Meetings
Where will you meet & how often? Agree the minimum number of meetings you need in a year. What is the minimum number of people needed for a meeting to take place (quorum)? How will you agree decisions? Will it be a majority vote? If the vote is tied, will the person chairing the meeting have a second or casting vote?

• Money
If your project requires finance you will need to have a bank account in the name of at least two signatories (but not more than three) - one of these will be your Treasurer.

• Date of your first Annual General Meeting (AGM)
This will be the date that you agree your constitution and elect your management committee (by formal voting). You need to hold annual AGMs within 12-15 month intervals of this date. Decide on the minimum number of people (quorum) needed for an AGM.

• Changing your constitution or closing your group
Agree at the outset on how you will change your constitution if required or how you will close your group when the time is right. E.g. will it be by a majority vote? Who will be able to vote? Will it be at an AGM/Extraordinary General Meeting (EGM)?

• Additional clauses may be required if the group is responsible for a building, or managing a variety of sources of funding.

It is important that the constitution helps the group and does not necessarily need to be long or complicated, as it needs to be understood by all members. If the group has been running for a few years it is advisable to develop and review the constitution at the AGM.
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Potential funders and any other organisations that you work in partnership with may ask for copies of your constitution so keep it up to date and have copies available.

See Appendix A – Framework for Constitution

3.4 Step 4: Nominate and agree your Management Committee

It is a requirement of being formally constituted as a group that you have an elected management committee. When drawing up your constitution you will have agreed how many people can be on your management committee. All groups must have at least a Chairperson, Secretary and Treasurer.

As well as the above three officers there can be a number of other members on the committee — it is good to encourage more members, however you may have stated a maximum number in your constitution and you need to stick to this to ensure your group remains manageable. You could give all of the additional committee members agreed roles, such as ‘publicity officer’, ‘website officer’, ‘fundraising officer’, etc. or they can be general committee members.

3.4.1 Why is the Management Committee important?

A committee is elected by the members to run the group and continue the work of the group between general meetings. It is the committee members’ responsibility to make sure that decisions taken at meetings are acted on. Therefore an effective management committee is essential to the success of your group and you cannot agree your constitution and formally set up your group without electing a management committee.

3.4.2 Agreeing a Management Committee

All management committee members should be nominated by your members and then agreed through a majority vote at a general (members) meeting. This is done at the same time as the adoption of your constitution, which is signed by all of the management committee. This will be your group’s first AGM.

3.4.3 The role of the Management Committee

The role and responsibilities of the management committee will include:

- Meeting regularly
- Working as a team to make decisions
- Having an overview of the group’s activities
- Ensuring activities contribute towards your aim (as stated in your constitution)
- Ensuring all activities are legal
- Getting appropriate permissions where required
- Ensuring members are consulted, involved and informed
- Encouraging and enthusing members
- Managing finances and setting budgets
- Agreeing a fundraising strategy and raising funds
- Making sure the organisation is appropriately insured
- Developing any policies or procedures as appropriate
- Monitoring and evaluating groups activities and performance
- Managing volunteers (if appropriate)

3.4.4 Chairperson Information - What does the Chairperson do?

- Facilitate (Chair) meetings
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- Create agendas
- Have an overview of your group’s activities
- Take a lead role in organising your group and its activities
- Monitor the progress of your group towards your aim
- Represent your group
- Write an annual report on your group’s activities and achievements
- May also have a casting/deciding vote in situations of disagreement.

3.4.5 What are the skills needed?
The Chairperson may need certain skills in order to carry out the role effectively. Some examples of key skills are given below but all of these will not be needed at the outset as they can be gained with experience.

- Confidence in public speaking
- Ability to direct or lead others
- Ability to stick to an agenda and timescales — and to lead others in doing so
- Ability to create a supportive environment, to enable others to participate
- A willingness to explain information simply
- Good listening skills
- Fairness, patience and objectivity
- Ability to be decisive when required
- Negotiation and conflict resolution skills
- Presentation Skills

3.4.6 Vice Chair
If your Chair needs more support you could also consider electing a Vice Chair to share out some of the responsibility or for occasions when the Chairperson may not be available.

3.4.7 Creating an agenda
An agenda is circulated prior to a meeting to let people know what is going to be discussed. It is also used as a prompt during meetings and allows the Chair to manage the meeting effectively. Another important function of the agenda is to structure the meeting and to assist the minute taker in making notes and writing up the minutes.

The following shows a typical agenda:
Meeting: Friends of ....
Venue: 
Date and time:

AGENDA
1. Introduction and apologies
2. Minutes of the previous meeting (for agreement or amendment) and Matters Arising
3. Agenda items & topics
4. Reports from Management Committee if appropriate (e.g. Treasurer’s report)
5. Reports from any sub committees if appropriate (e.g. funding sub group)
6. Any Other Business
7. Date & time of next meeting

3.4.8 Working with your agenda
The Chair should allocate a specific length of time to each item on the agenda. Where possible it is better to try and reach an agreement within the allotted timescale rather than
continually carrying items over to the following meeting. Voting can be a helpful way of resolving any contentious issues.

Any items not on the agenda should only be discussed under any other business or added as an agenda item for the next meeting.

It is often really useful to agree agenda items for the following meeting at the end of your meeting – this reassures people that anything they feel has not been discussed can be looked at in a follow up meeting.

3.4.9 Secretary Information - What does the Secretary do?
- Take care of the group's correspondence
- Be a main point of contact
- Deal with all official or important documents
- Keep copies of the group’s constitution and other important documents
- Maintain the group’s membership list and ensure members are kept informed
- Organise meetings
- Prepare (with the Chair), produce and circulate agendas and other information for meetings
- Take minutes during meetings and circulate them afterwards
- Ensure the group has appropriate and adequate insurance

3.4.10 What are the skills needed?
As with the Chairperson, the role of Secretary requires certain skills. Some of the skills you may need are:
- Organisational
- Ability to keep on top of things (prioritise)
- Writing and form filling
- Information Technology (IT) where appropriate

3.4.11 Vice Secretary
If your Secretary needs support in the role, your group could also elect a Vice Secretary to share out the responsibility or for occasions when the Secretary may not be available.

3.4.12 Taking Minutes
Minutes are the official record of matters discussed and the decisions taken at a meeting. It is important that the minutes are as accurate as possible as they are one of the key ways that a group is accountable to its members. The Secretary usually takes the minutes but other members of your group can be allocated this job.

The following should be included in the minutes:

MINUTES
Meeting: Friends of .......
Venue: 
Date and time:

Present:
Apologies given:

1. Agreement of previous minutes (where they are not agreed, amendments/ record of disputes
should be recorded).

2. In a numbered list, give a summary of each agenda item discussed including:
   • Matters arising and any reports presented
   • Any decisions that were agreed
   • Who has agreed to do what and by when (action points)

3. Date and time of next meeting

The minutes do not need to be too detailed and it is not necessary to capture what every person has said, but do make sure that you capture any key points, decisions agreed and any subsequent action points.

3.4.13 How can we make sure we capture the right information?
Feel free to ask for clarification on any matters discussed because it is important the minutes are recorded accurately. It is useful at the end of an agenda item, or at the end of the meeting, for the minute taker to summarise what they have recorded as the key points and action points. This can avoid future disputes but don’t let this result in contentious discussions being held all over again - if agreements can’t be reached, this should be recorded and the matter should be deferred as an agenda item for a future meeting.

3.4.14 Treasurer Information - What does the Treasurer do?
   • Have an overview of the group’s finances
   • Keep accounts up to date
   • Check bank statements
   • Pay bills & bank income
   • Manage petty cash
   • Collect and store all receipts
   • Ensure group follows correct financial procedures
   • Report regularly to group
   • Ensure funds are spent in accordance with aim(s)
   • Produce end of year accounts & report
   • Organise external examination of accounts by an independent auditor

Although it is the Treasurer’s responsibility to manage the group’s money on a day to day basis, the whole of the Management Committee remain responsible for the group’s finances. Any decisions regarding the setting of budgets, fundraising, allocation of money should therefore be agreed through the whole Management Committee.

3.4.15 What are the skills needed?
The role of Treasurer does require certain skills. These are;
   • Accuracy
   • Numeracy
   • Ability to keep on top of things (prioritise)
   • Able to be a signatory for bank account

4. NEXT STEPS

4.1 Checking your Legal status
As identified above all community groups must have a management committee or, in
some cases, trustees. Groups following the guidance in this toolkit will be constituted as an unincorporated organisation and for most groups this is fine for their activities. However, if you intend to lease land or buildings, or enter into other contractual arrangements then a different organisational structure may be more appropriate to enable your group to have a legal interest in premises and you should speak to us or contact a local support organisation for advice, such as Swansea Council for Voluntary Services (SCVS).

The types of structure which your organisation may want to consider are:

- **Unincorporated association (including charitable unincorporated association)**

An unincorporated association is a membership organisation. It can be whatever its members want it to be, and carry out whatever activity you choose. It is the easiest, quickest and cheapest way for a group to set itself up.

- **Charitable trust**

A charitable trust is not a membership organisation but is run by a small group of people, known as trustees. It is set up by means of a trust deed. Naturally the aims of the trust must be charitable and the trust will need to register with the Charity Commission if it has an income over £5,000 per year. A trust is usually set up to manage money or property for a charitable purpose. There are disadvantages however amongst which are that a charitable trust cannot enter into contracts – if it wants to rent premises or employ people, this is done in the eyes of the law, by individuals on behalf the group. A charitable trust is an unincorporated organisation which means that its trustees are personally liable for its obligations and debts. You can limit the liability of your trustees by becoming a ‘Foundation’

- **Charitable Incorporated Organisation (CIO)**

This is a new form of charitable organisation created by the Charities Act 2006, which became available in 2013. It gives a charity the main advantages of a Charitable Company – a legal personality and limited liability – but without having to send reports to Companies House as well as the Charity Commission, as Charitable Companies must do.

- **Charitable Company**

A Charitable Company is a limited company with charitable aims. It is an incorporated organisation which means that it has a legal identity separate from its members. In law, a limited company is considered to be a person and it can therefore own land or enter into contracts. The directors are agents of the company and are not personally liable for its debts. Until 2013 this was the only option for an organisation which had charitable aims and also wanted the benefits of being incorporated. Such organisations can now choose between being a charitable company or a CIO.

4.2 **Working Together with CCS**

If you think the area or building you are interested in is managed or owned by CCS then please contact us before you undertake anything as many activities on CCS owned land require our approval first. This includes development projects, practical work and events. Make sure that you have contacted us before you start action planning to tell us what you would like to do.
Some of these activities will be subject to CCS guidelines and approval processes which may take time and need to be built into your action planning. In addition some development projects also have to meet with CCS local priorities and other criteria. You should be aware that approval may not always be granted.

However CCS officers will be able to give you more information to help you plan your activity with realistic timescales, outline our guidelines and approval processes and provide you with an indication of whether a particular project idea is likely to be approved.

It is important to note that the responsibility for ongoing maintenance and replacement must be confirmed before any work or installation of equipment can take place.

4.3 Identifying & contacting other partners
It is possible that you will need to involve other partners in order to achieve your group’s aim(s). Be sure to invite appropriate partners to future meetings to discuss your ideas. All partners will need to be on-board before you start any action planning as you may need approval/agreement for some of your proposed activities. Local County, Town or Community Councillors could be key partners in anything you decide to do.

4.4 Opening a bank account
If your group is to manage any finances, e.g. through fundraising or subscriptions, then you must open a bank account. It is worth approaching a number of banks to see what they offer and ensure that the account is suitable for a community group.

4.5 Start-up costs
Most groups will have costs associated with their activities, such as room hire, printing, insurance, etc. It is important that you work out what your costs will be and secure funding to cover them. For some groups it may be appropriate to ask for subscriptions from your membership or look for funding to cover basic costs.

4.6 Funding
A number of potential sources of funding are available to enable groups to meet their objectives. CCS staff will be able to provide information on potential funders and SCVS also provide a service to identify funding sources for specific projects and requirements.

There is often a match funding requirement for grants which may be in kind or actual cash. Therefore it is important that you give due consideration to this before you consider making any applications. It must be stressed that it is unlikely that CCS will be able to make a cash contribution to any grant application but may be able to commit in kind resources. It is important to emphasise again that the responsibility for ongoing maintenance and replacement must be confirmed before any work or installation of equipment can take place, as this may be the group’s responsibility.

If you are looking for funding to help with start-up costs you may need to approach smaller local funders for the best chance of success. SCVS can help you to find details of appropriate funders.

4.7 Rules about Money
- The group’s finances are the responsibility of the whole Management Committee, not just the Treasurer!
ESTABLISHING AND DEVELOPING
COMMUNITY GROUPS

- There should be a separate bank account in the name of the organisation - money should never be paid into a personal account.
- Cheque books, petty cash and account books should be kept in a secure place.

4.8 Cheques
- All cheques should be signed by at least two people (signatories).
- Cheques should not be signed by the person to whom the cheque is payable. Avoid a situation where relatives, spouses or partners sign cheques together.
- When cheques are signed, the person signing should see the appropriate invoice.
- No-one should ever sign blank or partly completed cheques. If possible, payments should be made by cheque rather than cash.
- There should be an agreed limit to the amount that can be signed for by the signatories – larger amounts should be authorised by the management committee.
- Get a receipt for any payment, whether cash or cheque.
- Do not pay bills without an invoice. Each bill paid should be filed, with the date and cheque number written on it.

4.9 Money received
- All cash and cheques received must be paid into the group’s bank account.
- Keep a record of the date and the amount paid in, each time money is banked.
- Give a receipt for any money or cheque received.
- If cash is collected at least two people should be there when the money is counted and they should sign a slip certifying the total amount.

4.10 Recording
- Enter all items into the cash book regularly. Make it clear whether payments and receipts are cash or cheques.
- Check the bank statement against the cash book entries every time it is received.
- Keep files of all bills and invoices sent out, all receipts, etc. Give them a number, and write that number in the books as well.

4.11 Petty Cash
- Agree on a maximum figure for any petty cash float. All cash payments should be made from this float, which should be regularly replenished from the bank account.
- No petty cash should be given out without a petty cash voucher being completed. Receipts should be produced where possible. The petty cash voucher should be signed by the person receiving the money and the person authorising payment.
- Petty cash should be handled by only 1 or 2 people from your group.

4.12 Insurance
As a group you are responsible for all your members’ actions when carrying out activities on behalf of your group. You will need to obtain your own insurance to mitigate any claims and protect your members and participants whilst running events or undertaking other activities. We recommend that you acquire appropriate Public Liability Insurance for your own protection as the management committee of your group could be held jointly or personally liable if a claim was made against your group.
4.12.1 Think about your activities
It is important that your insurance cover is appropriate for your activities. Think about what activities you would like to do. Make sure your insurer is fully aware of all the activities you would like to do so they can provide the appropriate cover.

4.12.2 What insurance do you need?
You need at least Public Liability Insurance. You may also need other insurance depending on your group or activities (for example if you have tools you may require insurance against loss, theft or damage). If your activities take place on CCS-owned land or facilities then we will require you to have cover for at least £5 million (this may be more if you run high risk activities) before we can approve your activities. SCVS has really useful information on insurance. You can also search for insurers who offer insurance specifically for small community/voluntary organisations.

Some insurance for environmental events and activities is currently available as part of a ‘Tidy Towns’ grant from Keep Wales Tidy but may also available from a variety of other sources such as the BTCV (British Trust for Conservation Volunteers).

4.12.3 Does CCS provide insurance cover?
In most circumstances your group’s activities will NOT be covered by CCS insurance. There are a few exceptions to this as listed below. If you are in any doubt as to whether an activity is covered by CCS insurance you must assume it is not or contact us for advice.

- Activities managed and directly supervised by CCS staff
- The land or premises on which the activity takes place if it is CCS-owned, unless stipulated as part of a lease or licence agreement, but not the activity itself

For all other activities it is the responsibility of your management committee to ensure that you have the appropriate insurance cover.

5. OWNING LAND OR BUILDINGS

5.1 Leases
Community groups occupy premises (land and/or buildings) for many purposes. Leases are designed to help and protect both the landlord and the community group as tenant and to agree some conditions for the use of the premises which are mutually acceptable to both parties.

5.2 What is a Lease?
A Lease is a legal document giving the tenant a legal interest in premises. It normally grants an exclusive right to occupy the premises throughout the term of the lease. A lease is a contract agreed and signed between the landlord and the tenant and must specify and record the ‘Heads of Terms’, or what has been agreed between the parties in terms of the beginning and the length of the lease, the site to be let, the rent and insurances, each party’s rights and their obligations. In addition the landlord may want to control what the premises can be used for.

Essentially both landlord and tenant need to agree terms which protect their own interests and require the other one to perform certain agreed acts which reflect their relative roles in looking after the premises for the duration of the lease.
See Appendix B for a sample lease. This is a basic guide and additional and/or more detailed terms may be necessary depending on individual circumstances.

5.3 Who can sign a lease?
To sign a lease both parties need to have a legal identity. This means that they can enter into a contract and can be held liable for failure to comply with the terms of the lease or as a result of a claim arising from use of the leased premises. A legal entity could be:

- Several individuals as part of a constituted group
- A company (including a community interest company (CIC)
- A limited liability partnership
- A charitable incorporated organisation (CIO)
- A Charitable Company

If your community group is only constituted then named individuals on your management committee would need to be listed as the tenant in the lease and would also need to sign the lease. These individuals would be personally responsible for complying with what is written in the lease and any claims that may arise. If they no longer wish to be involved with the group, a new agreement will have to be entered into with new individuals.

5.4 Incorporating your group
It is possible to register your group as a legally recognised body in its own right. This is called ‘incorporation’. If your group is incorporated then individuals involved will usually have limited liability; that is, the group rather than the individual people will be largely responsible for the group’s actions.

When an incorporated group enters into a lease, it would be signed by representatives on behalf of the group. If the people who signed as representatives of the incorporated group leave in the future, the lease continues as the incorporated group still exists and is the party to the lease, not the individuals.

5.5 Do we need legal advice?
Once you sign a contract, you can be bound to all the terms of that contract AND to any law in relation to it, whether written into the document or not. It is important to obtain legal advice before entering into any agreement so that you clearly understand your rights and responsibilities in relation to both a proposed lease and any relevant law, especially one with responsibilities and financial consequences over a period of years. You should also get advice on the legal status of your community group and their ability to enter into a lease. SCVS can provide advice and support in these matters.

6. ACTION PLANNING
This involves looking at what you would like to do in more detail. Look at the list of activities from your first meeting and vote on them to decide which to take forward.

6.1 Keep it simple
Start off with a relatively simple activity (e.g. bulb planting or litter picking). If your priority is not something simple see if you can agree another project, which may not be your first priority, but which is something to easily manage and achieve.
6.2 How to action plan

Once you have identified your activity you need to work through a number of questions (examples provided below - you may also think of other questions relating specifically to your activity). You will then be able to decide how realistic your activity is and be able to break the activity down into all the steps needed to achieve it – this will form the basis of your action plan. You need to repeat this process for every activity you do.

As a group decide on the following:

- What is the activity and is there a need for it?
- Who will benefit from this activity?
- Do we need permission?
- Who do we need to involve?
- What resources will we need?
- What is our budget?
- Where will we secure the money/resources needed?
- When will we do the activity?
- How will we manage the activity?
- How can we record and demonstrate the success of the activity?

Once you have discussed the above draw up a realistic timetable of all of the steps needed to achieve your activity. At each step identify:

- Who will be responsible for achieving that step and when can the step be (realistically) achieved by?
- What resources are required to achieve the step and how will we secure them?
- Who else do we need to be involved in helping us to achieve the step?
- Who will be responsible for this in the future?

7. OTHER THINGS TO CONSIDER

7.1 Volunteers

Involving volunteers can add great value to what your group does and support you to achieve your aims and objectives.

A volunteer policy provides a useful framework, setting out what needs to be in place to recruit, involve and support volunteers.

Depending on the size and nature of your group, it may be possible to get along without a formal volunteer policy. It is important to have a proportionate level of formality so as not to put potential volunteers off. See Appendix C – Sample Volunteer Policy

7.2 Health and Safety

Although your group is a voluntary organisation you will have to consider health & safety legislation carefully.

7.3 Risk Assessments

Risk is the chance, whether big or small, of harm being done to a person or persons. A risk assessment is nothing more than a careful examination of what could cause harm to people and deciding what precautions should be taken to prevent any harm being caused. Your group will
be responsible for ensuring that risk assessments are undertaken for any activities that they are responsible for, prior to any activity taking place.

7.4 First Aid
For all activities undertaken by your group it is important to ensure that there is at least one qualified First Aider present. For higher risk activities, or those that will attract a large number of people, then more than one First Aider may be required.

In addition groups should ensure that the following first aid arrangements are in place;
- A first aid box is available at all activities.
- Ensure at least one competent person is responsible for checking and replacing the contents of the first aid box, including the ‘use by’ date of contents and dressings.

7.5 Accidents and incidents
All accidents, incidents and near misses should be recorded.

7.6 Safeguarding
Your group will need to decide whether its activities will involve children and young people and/or vulnerable adults. If there is a chance that they will then you will need to ensure the personal safety of all children and young people who may take part in activities or events organised by the group or use any building or facility for which the group is responsible. This will be done by producing a Child Protection or Safeguarding Policy to promote awareness, good practice and sound procedures relating to child protection and by the members and management committee understanding and accepting their responsibilities and obligations.

The management committee should review its Safeguarding/Child Protection Policy periodically, to incorporate any necessary amendments and ensure the views of members and statutory organisations are sought and reflected in the document, where required. See Appendix D – Sample Safeguarding/Child Protection Policy.

7.7 DBS checks
The group’s members and management committee should not be permitted to organise, promote or assist with any activity involving children and young people or vulnerable adults, unless they, or any person or organisation for which they are responsible, have been subject to the necessary checks.

As a volunteer you may be required to apply for the Disclosure and Barring Service (DBS) check. Usually this will be when you are volunteering for an opportunity that requires working with vulnerable people such as children. This is a government run service that checks whether you have a Criminal Record. The DBS check is free for volunteers.
Community Action Swansea

**IS THE SERVICE TO BE MAINTAINED?**

- **YES**
  - IN HOUSE SERVICE?
    - **YES**
      - TRANSFORMED SERVICE
    - **NO**
      - Test Market for alternative Provider
- **NO**
  - Fall-out from Commissioning

**DEVELOP OPTIONS / CA TOOLKIT**

- **YES**
  - IMPLEMENT COMMUNITY PARTNERSHIP ARRANGEMENT
- **NO**
  - STOP SERVICE

**NEW DELIVERY PARTNER**

- Identify resource to ensure ongoing monitoring

**CONTROLS IN PLACE**

- Controls in place to balance risk and sustainability
Sample Volunteering Policy

[INSERT GROUP/ORGANISATION NAME] is committed to involving volunteers.

Recruitment

We will use appropriate means to advertise for volunteers locally.

Volunteers will have an informal discussion with the (appropriate person) and if this is successful the volunteer will be asked to complete a registration form and .....(add number) references asked for will be taken up.

A Disclosure and Barring Service (DBS) check will be made (if relevant) for every volunteer.

Induction and Training

Volunteers will be given induction and training relevant to the tasks to be undertaken.

Trial period (optional)

There will be a trial period of .................(add number) weeks to give the organisation and the volunteer time to discover if they are suited to each other.

Expenses (optional)

There is a clear system to enable volunteers to claim out of pocket expenses.

Support

The (appropriate person) and other volunteers will offer support to volunteers. There will be regular meetings to discuss any problems or issues that may arise.

Insurance

Volunteers will be covered by insurance while carrying out agreed duties.

The Volunteer's Voice

Volunteers will be consulted in decisions which affect them. We are committed to developing consultation and representational procedures for volunteers.

Records

Minimum details will be kept on volunteers. This will include the registration form, references, correspondence and any other relevant information.

Health and Safety

We will take all reasonably practicable steps to ensure the volunteers’ health, safety and welfare while at work.

Problems

Volunteers have the right to discuss any concerns they may have with their named contact at any time.

Endings
ESTABLISHING AND DEVELOPING
COMMUNITY GROUPS

When volunteers move on from their role they will be asked to provide feedback by way of an exit questionnaire. They will also be given the opportunity to discuss their responses to the questionnaire more fully with their named contact.

This policy is freely accessible to all. It will be reviewed annually to adapt or improve it.
APPENDIX B

Sample lease

HEADS OF TERMS

From
City and County of Swansea

To
Name of Community Group/ Association

NEW LEASE OF
Name and address of building/land

PRIVATE AND CONFIDENTIAL

SUBJECT TO CONTRACT

THE PARTIES

Landlord: City and County of Swansea
Civic Centre
Oystermouth Road
Swansea
SA1 3SN

Tenant: Name and address of Community Group/ Association

TRANSACTION DETAILS

Property: Name and address of building/land.

Demised Premises: All that land shown edged in (e.g. red) on the plan annexed to these Heads of Terms.

Term: The lease is to be for a term of xx years.

Rent: The initial rent is to be £xx per annum to be paid annually/half yearly/other in advance/ arrears

Rent Review(s): None/yes. If yes e.g. The rent is to be reviewed upon the completion of any new buildings or structures upon the demised premises.

Rent Deposit:
ESTABLISHING AND DEVELOPING COMMUNITY GROUPS

**Break Clause:** The tenancy cannot be ended/ can be ended by either party giving ...... months minimum notice on ............ date if ........ happens

**Bank Guarantee:**

**Lease Commencement Date:** Day, month and year

**Repair:** The tenant is/is not responsible for the repair of the whole/part of the demised premises (e.g. pitches, buildings and structures).

or

The landlord is/is not to be responsible for the full repair of the whole/part of the demised premises (e.g. hedges, pathways, play areas).

**Site Service Charge:** (If applicable) The landlord is to carry out the maintenance and repair of (e.g. all grassed playing surfaces and other grass covered areas upon the demised premises) and the cost of this is to be recovered from the tenant via a service charge.

**Insurance:** The tenant is to be responsible for all the necessary insurance of all activities and events organised by them and for the insurance of any buildings or structures that fall within their repairing responsibility.

**Rates and Outgoings:** All Business Rates and utilities are payable by the tenant.

**Additions or alterations:** Any alterations are forbidden without landlord’s written consent which is not to be unreasonably withheld.

**Alienation:** Assignment of whole or part of the demised premises is allowed with the landlord’s prior consent /strictly forbidden

Subletting of the whole or part of the demised premises is allowed with the landlord’s prior consent /strictly forbidden

**User Clause:** The property may be used for (e.g the playing of sport and xxxxxxx community uses). Other uses will require landlord’s written consent not to be unreasonably withheld.

**Rights:**

**Other issues:** If there are any disputes between members of the public and the tenant then the matter is to be resolved by the City and County of Swansea whose decision is final.

**Security of Tenure:** The lease will benefit from the protection of the Landlord and Tenant Act 1954.
Existing Leases: Any existing leases within the demised premises are to be surrendered and renewed under the same terms and included within this new lease agreement.

Note: This Memorandum of Letting is not intended to be legally binding.

Landlord’s Solicitor: City & County of Swansea Legal department

Landlord’s Agent: Strategic Estates, Corporate Building and Property Services, Civic Centre, Oystermouth Road, Swansea, SA1 3SN

Tenant’s Solicitor: T.B.C

CIRCULATION

Copies to: Landlord, Tenant, Tenant’s Solicitor, Landlord’s Solicitor
Why is this a priority?

We need to build and support sustainable communities because this will result in better outcomes for people and reduce the cost of services. Sustainable Communities are ones people want to live, work and bring up their families within. These are communities in which vulnerable find support, people run businesses, and families work well and stay together.

Current models of service delivery are unsustainable and do not always provide the best outcomes for people. Swansea is changing and residents’ needs are changing too. Transformation of services is vital to meet the challenges of the future and this is made more urgent by the significant budget cuts we are facing.

We also need a new relationship between residents and public services. Residents, families and communities need to be more self-reliant and resilient and to do more things for themselves. Planning policy and our approach to asset management needs to ensure that communities can be sustained and that they have the assets they require.

What needs improving?

There are six main areas where sustained and long term change is needed:
- Supporting people and communities to help themselves and to run more local services
- A significant focus on early intervention and preventative actions
- A new understanding with residents about the future role of the Council and what we will and will not do in the future
- System wide change, working with partners across Swansea
- Ensure that our Planning Policy and Local Development Plan contribute towards building communities which remain cohesive and viable.
- Ensuring that community assets (people and places) provide the most effective and efficient way of providing services to those that need them most.

What are we going to do?

We plan to:
• Implement a range of new schemes using a Prevention Budget aimed at reducing the need for services over the longer term.
• Promote independence to keep people living at home or in the community for longer and reduce admissions to residential care.
• Work with the voluntary and community sector in Swansea to promote community action, build capacity and develop projects for communities to run services, manage assets and build cohesion.
• Undertake further widespread community engagement about the future role of the Council and what we expect residents, families and communities to do in the future to support themselves.
• Agree a new approach to service integration, pooled and community budgets and joint delivery with the Local Service Board.
• Through our Planning Policy and the Local Development Plan ensure that development is sustainable and communities have the assets and support that they need.
• Commit to undertake area reviews of all assets and explore opportunities for community asset transfer.

What difference will our actions make and how will we measure progress?

<table>
<thead>
<tr>
<th>Outcome</th>
<th>How we will measure progress</th>
<th>Targets 2015/16</th>
<th>Targets 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>More people running local services</td>
<td>Number of projects in each Ward</td>
<td>Baseline to be set</td>
<td>To be decided</td>
</tr>
<tr>
<td></td>
<td>Number of successful bids from the Community Transformation Fund</td>
<td>Baseline to be set</td>
<td>To be decided</td>
</tr>
<tr>
<td>More people living at home or in the community</td>
<td>Number of projects in the Prevention Budget achieving their objectives</td>
<td>All projects in the Prevention Budget to be independently evaluated for value for money</td>
<td>To be decided</td>
</tr>
<tr>
<td></td>
<td>% of adult clients who are supported in the community during the year</td>
<td>To be decided following the completion of the Older Person’s Review</td>
<td>To be decided</td>
</tr>
<tr>
<td>Outcome</td>
<td>How we will measure progress</td>
<td>Targets 2015/16</td>
<td>Targets 2016/17</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>People live in resilient communities&lt;sup&gt;1&lt;/sup&gt;</td>
<td>% of people across Swansea who believe they live a good place</td>
<td>Not less than 89%</td>
<td>More than 89%</td>
</tr>
<tr>
<td></td>
<td>% of people who believe that they can take part in decisions affecting their neighbourhood</td>
<td>Not less than 28%</td>
<td>More than 28%</td>
</tr>
<tr>
<td></td>
<td>% of people who believe that people from different cultures get on well together</td>
<td>Not less than 76%</td>
<td>More than 76%</td>
</tr>
<tr>
<td>Increase in multi-agency working</td>
<td>Number of joint locality teams</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Number of local area co-ordinators</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Amount of pooled budgets</td>
<td>Develop the methodology</td>
<td>To be decided</td>
</tr>
<tr>
<td>Planning Policy supports sustainable communities</td>
<td>Progress the adoption of the Swansea Local Development Plan (LDP)</td>
<td>Prepare and submit the Deposit LDP to Welsh Government for independent examination</td>
<td>Adoption of LDP</td>
</tr>
<tr>
<td>Community asset reviews completed</td>
<td>Area reviews of assets and explore opportunities for community asset transfer</td>
<td>-</td>
<td>Complete by June 2016</td>
</tr>
</tbody>
</table>

<sup>1</sup> This outcome will be achieved by partners working together. Targets are provisional pending partnership agreement.
Community Action Strand

What is Community Action Swansea?
Action by people living, working and playing in a particular place to benefit themselves and others. Community action is a process where people work together to make change happen in their communities by having more power and influence over what matters to them. There are going to be debates about what Community Action is and the specific wording of a definition, but communities who feel a sense of control over what happens at local level know exactly what community action is? Fundamentally, it is about people taking collective action to make change happen on their own terms. Community action is a highly complex process to achieve and requires the active understanding and commitment from a wide number of stakeholders / partners to achieve it.

Delivering on our shared outcomes
Community action is a key element in helping to achieve a more successful Swansea and in delivering our shared outcomes. As an authority we are determined to work in partnership across communities and sectors to produce a sustainable strategy to ensure services that are important to communities remain.

This new approach to delivering change plays out through the Sustainable Swansea – Fit for The Future – New Models of Delivery, Community Action Strand. From March 2016 a Community Action Strategy/Delivery Plan will be developed in partnership in recognition of the fact that communities and third sectors have a role to play in developing, supporting and delivering our shared outcomes. This is about all of us recognising that communities doing things for themselves can sometimes be the best way of delivering change. This will require dialogue between the public sector and community groups, underpinned by trust and respect.

Purpose
Is to develop strong, empowered and cohesive communities which can bring people together, influence decision making and lead on community action, taking more responsibility for community initiatives and issues.

Defining the Need
Involving people in community action and engagement is central to involvement and plays a vital role in enabling the Council meet its vision and priorities for the city. There is a need to support and empower communities to make tough decisions about services and spending priorities and to do more themselves.

Aims
- Build community capacity for self-help
- Use community assets to support local action
- Increase and support voluntary sector provision
- Increase co-production

Objectives
To explore and challenge perceptions of how staff work with communities to deliver outcomes
To increase understanding of new ways of working with local people
To identify steps that can be taken to improve working relationships
To share information, sign-posting, case studies and examples of good practice
To create a network of officers across different services in the Council to support shared learning and working
To identify priorities for action to feed into the emerging Community Action Strategy

Role of Members
By becoming aware and working with community groups/agencies who exist across the authority, can prove to be a powerful way of stimulating community action and helping people to engage with the public sector. In particular, the leadership role of local elected members, who are closest to our communities, plays a vital part in promoting and supporting the work of these community based groups as part of our everyday democratic lives.

Different ways of delivering
To help maintain important local services there will be a need to be radical in looking at different ways of delivering them. A partnership with local communities will offer a solution to keeping certain services running, various areas have different needs and local capacity to respond varies. Community Action means recognising we should let go of some of our responsibilities and devolve them to those local communities who want to take ownership of certain services. Examples of these are the new licencing for the running of Community Buildings, Lease to Bowling Greens.

Making it happen
There are examples of the enormous will to make this happen and we have already had many ideas and proposals from groups who wish to run/support services in a different way such as, community centres, bowls greens. We are also looking carefully at getting the most from the many properties we have across the City & County of Swansea via Community Asset Transfer examples to date include, Forge Fach Community Resource Centre to Walsingham Charity and Graigfelen Hall to Clydach Community Council.

Funding resources
The Community Action Transformation Fund has been created to support the delivery of the aims of the Community Action strand. In particular, funding will be aimed at proposals from community groups to:
- Develop proposals to run Council services locally and/or
- Facilitate the transfer of community assets.

Community Action officers working group have met and agreed the following:

Community Action Principles
1. Involve people at the start to find out what they need
2. Support people to work independently so that we can do less
3. Prototype, pilot and learn as we go
4. Work in a consistent way remembering that every community is different
5. Respect and appreciate people for the contribution that they make
6. Be open and transparent in our work
7. Be up front and honest about the challenges ahead
8. Work with existing groups and support them to develop
9. Be inclusive
10. Work in partnership

Next Steps
- Community Engagement - Getting local people involved
  The following information is based on approaches that have been used in Swansea and elsewhere;
  - Taking an asset-based approach
  - Running an Ideas Farm
  - Volunteering

- Creation of a methodology framework and toolkit to support the community action programme.
- A marketing campaign to raise awareness and building appetite for community action initiatives to include a Webpage (internal/external)
  Launch Friday 20th November 2015 Swansea #Voices&Choices
- Collaboration with the third sector and communities. Approach will be to create critical partnerships i.e. Partner local authorities, SCVS, DVLA, Health, Higher Education, Charities, Community leaders to name a few.

Tracey McNulty
13/06/2016
UPDATE ON THE REVISED STRUCTURE AND DELIVERY MODEL FOR COMMUNITIES FIRST IN SWANSEA 2016/17

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>To provide an update on the revised structure and delivery mechanism for the Communities First Programme in Swansea from 2016/17 onwards.</th>
</tr>
</thead>
</table>
| Policy Framework: | Poverty & Prevention Business Plan  
WG Tackling Poverty Action Plan  
ESF Programme |
| Reason for Decision: | For Information |

1. Introduction

1.1. The City and County of Swansea has received Communities First funding since 2001. The 2015/16 budget allocation is £2,844,812 which includes a 5% reduction on the previous year. This funds 3 central support staff and 5 Cluster Delivery Teams. There is a combined staffing number of 47.5 that has responsibility for delivering 5 Cluster Delivery Plans.

1.2. Historically, a significant element of the grant has been paid to the same Third Parties. During 2015/16 the Youth Service, Faith in Families, SPARK, Bonymaen Kids Play Initiative and SCVS will have received a total amount of £781,076.

1.3. For 2015/16 the North West Cluster has £93,225 funding under the Welsh Government LIFT Programme for 2 additional posts to support people from workless households into work. Funding for this programme has been confirmed until March 2018.

1.4. Plans are nearing completion for the introduction of the Communities for Work (CfW) European Social Fund programme. This programme is a Priority 1 & 3 programme working specifically in Communities First Cluster areas to support long term unemployed people into work. The narrative for this programme includes an expectation that there will be a close working relationship with the Communities First programme. Funding for this programme is confirmed until March 2018 in the first instance with a likely continuation until March 2020.

1.5. Following information given by Welsh Government during the period July to December 2015 plans were put in place to consider a revised structure for the delivery of Communities First in Swansea that could accommodate a 10-20% reduction in grant allocation and respond to a new focus on employability and prosperity.
1.6. Approval was received from the External Funding Panel on 2\textsuperscript{nd} December 2015 to proceed with the submission of a proposed new structure for the delivery of Communities First in Swansea that was aligned with the Council’s ‘Ask of Welsh Government’ paper (submitted to Welsh Government on the 17\textsuperscript{th} September 2015) and that could reasonably accommodate a 20\% reduction in grant allocation.

1.7. On the 20\textsuperscript{th} December 2015 Welsh Government issued notification of the indicative grant allocation for 2016/17 and it is to remain as £2,844,812.

1.8. We have advised Welsh Government of our intention to proceed with plans to implement the new structure on the basis that it offers a more effective method of delivery and will be able to absorb any in year reduction which has been identified as a potential risk following the Welsh Government elections in May 2016.

2. Detail of the New Structure and Delivery Model

2.1. To move away from 5 Cluster Delivery teams and develop 3 themed based teams located in strategic bases that deliver a consistent targeted programme across the 5 Cluster Areas as per the current Welsh Government footprint. This would include the CfW programme within one of the themes.

2.2. There is a requirement within the CfW funding for staff employed on this programme to be accessible within the 5 Communities First cluster areas. There is therefore potential for a hot desk base for Communities First staff within those locations alongside the CfW staff and this is being explored with the Facilities Team.

2.3. Community Hub activity could be delivered in each cluster area on a weekly basis. This will, in the short term offer a consistency of contact for current service users and support the transition away from open access to a more targeted approach in the future.

2.4. To start a 12 month transition away from the historical funding of Third Parties and move towards a more robust commissioning of services that addresses need within the Cluster Areas, in line with the revised Communities First programme.

3. Benefits of the proposed new model of delivery

3.1. A single delivery plan covering the whole programme will ensure greater consistency of delivery. It will also give more scope for cross cluster delivery rather than the more restrictive geographic focus that individual Cluster Delivery Plans encourage.
3.2. A single delivery plan will also enable a more consistent alignment with strategic developments both in terms of corporate policy e.g. Local Area Co-ordination and the Swansea Creative Learning Partnership; and emerging legislation e.g. Wellbeing and Future Generations Act and Social Services and Wellbeing Act.

3.3. Themed delivery teams will enable more focussed delivery across the programme and will allow for a more efficient use of resources across the programme as a whole e.g. joint commissioning.

3.4. The programme will have greater flexibility to respond to the challenge faced when staffs are sick or posts are vacant. There will be greater capacity for ensuring consistent delivery is maintained as themed teams offer cover across cluster areas. Currently each Cluster team functions in isolation with little scope to cover staff absence.

3.5. Moving towards a commissioning process will ensure that service delivery is responsive to evidenced local need rather than a historical delivery method.

4. Current Activity
4.1. Whilst the inclusion of the CfW posts in the overall structure offers a net gain in available posts the reduction of administrative posts from 5 to 3 could see 2 staff displaced.

4.2. The formal staff consultation process commenced on the 20th January and concluded on the 19th February.

4.3. The slotting and matching process has been concluded for Communities First

4.4. Third Party Providers have been issued with an indicative budget set at 5% less than last year to align their budget with this current year’s reduction.

5. Legal Implications

5.1. Under the Terms and Conditions of the Communities First Grant the City and County of Swansea will assume the Lead Delivery Body role. The requirements of that role are:

- To safeguard the funding against fraud
- Comply with all applicable laws or regulations or official directives whether derived from domestic, EU or international law
- To put in place and maintain adequate insurances to cover against risk with any property or any activity undertaken in delivery of the programme.
Failure to comply with the Conditions of the offer letter could result in funding being withdrawn and/or clawback of funding already received.

5.2. Generally the terms attached to Grant Funding are legally binding.

5.3. Contracts will be issued that pass the obligations contained within these terms and conditions to any Third Parties benefitting from the funding, in order to ensure the Council’s position is protected.

6. Background Papers:

Appendices:
Appendix 1 – New Structure
Community Action: Good Practice Examples

<table>
<thead>
<tr>
<th>Purpose</th>
<th>The purpose of this report is to highlight how other communities, community trusts and voluntary organisations have taken on services previously run by the local authority.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>This report contains details good practice examples of community action.</td>
</tr>
</tbody>
</table>
| Councillors are being asked to | • Give their views  
• Consider the report as part of their work into building sustainable communities. |
| Lead Councillor | Councillor Terry Hennegan, Convener |
| Report Author | Jenna Tucker, Scrutiny Research Officer, 01792 637732 |

1.0 Introduction

1.1 The report highlights good practice in the area of community action. The examples given include community run services, social enterprises and community interest companies.

1.2 Work from the following are summarised in this report:

• The Muni Journey (Rhondda Cynon Taf)  
• Abercynon Paddling Pool (Rhondda Cynon Taf)  
• Cordale Housing Association (Scotland)  
• Community Volunteering in Alness, Ross-shire (Scotland)  
• Explore York Libraries and Archives  
• Harwich Connexions  
• Hammersmith and Fulham Membership Circle Social Enterprise

1.3 This report concludes that:

• Grants and funding have been crucial to all of the case studies mentioned in this report.  
• Partnership working is important to maintaining services. You can’t do everything by yourself.  
• Volunteers are at the heart of running community services. Without them many of the examples outlined would not have got off the ground.  
• Building and maintaining relationships is integral when working together within a community/organisation to run a service.  
• All those involved in running the service need to have a shared vision and aim.  
• Many of the authorities mentioned in this report have some kind of community action plan which empowers and supports communities/organisation and gives relevant information.  
• There is a lot of work involved in taking over a community service.
### 2.0 Examples from Rhondda Cynon Taf

Rhondda Cynon Taf has a community action approach called ‘RCT Together approach’. This aims to empower and support community groups and organisations to take over the running of services and facilities the Council can no longer sustain. A couple examples which have benefitted from this approach follow:

#### 2.1 The Muni Journey

2.2 In the autumn of 2014, the doors of the Muni Arts Centre were closed due to local authority funding cuts. A large number of people made their voices heard in protest once the proposal was put forward, and more came forward to suggest ways forward. Likeminded people began working together to create a new strategy for a community driven venue for culture and the arts. A successful Expression of Interest was the beginning of the journey for the Muni Working Group.

2.3 An Open Consultation Day saw over 150 people come through the doors within a four hour period including children from local schools, parents, artists, business entrepreneurs people who wanted to see The Muni become a venue that is accessible to everyone, to be driven by its community people of every age and from across a range of interests. This strong message stayed with the Muni Working Group, although it was also necessary to make choices to create a focus for a new strategic direction.

2.4 As there was a number of different organisations involved the first task was to formulate shared values and vision, define the terms of reference and set in place the foundation for the incorporation of The Muni Arts Centre Limited. The Directors brought a range of skills and expertise, with representation from Pontypridd Town Council, Cylchg Cymreig, Artis Community and Coalfields Regeneration Trust.

2.5 Grants from Pontypridd Town Council and Coalfields Regeneration Trust provided the necessary funds for upfront development costs and to negotiate the legal terms of agreement for lease from RCTCBC.

2.6 Many lessons have been learned including:

- Remember to continue to look forward while you are investigating the details of the here and now.
- It takes a lot of work to establish a company that is fit for purpose.
- Running a building that is open to the public requires even more energy, time and a wide range of knowledge and expertise.
- Volunteers are at the heart of making the this centre operational

2.7 The New Muni has a huge and diverse community and it is growing conversations continue with Menter Iaith, University of South Wales, Pontypridd Theatre Company, Cwm Taf Health Board, Positively Ponty, the local authority, the Armed Forces Community, Pontypridd YMCA new stakeholders continue to join.

#### 3.0 Abercynon Paddling Pool

3.1 The dormant 1960s pool in the Cynon Valley was closed after Rhondda Cynon Taf council removed its funding for all paddling pools in service cuts. The Action for Abercynon War Memorial Paddling Pool was then formed and they
The group were given a £4,000 grant from Grow Wild Wales and a £5,000 Lottery Awards For All grant. They have also organised a lot of fundraising events to make extra funds.

The pool opened last summer for a period of four weeks and it was a success. It was run completely by volunteers. This year the pool will open for a period of six weeks.

### 4.0 Scottish Government Examples

In March 2009, the Scottish Government launched its Community Empowerment Action Plan. The Action Plan also takes into account the views of nearly 380 people across Scotland who entered into a dialogue with the Government about the nature of community Empowerment. The following case studies highlight a small cross section of many hundreds of community empowerment initiatives currently underway across Scotland.

### 4.2 Cordale Housing Association

Cordale is a community-based housing association, based in Renton, West Dunbartonshire. For the last 15 years they have been at the heart of community-led investment, which has turned the once notorious urban village into one of the most popular places to live in the area. As a housing association and charity, their main role is providing and managing social housing to meet people’s needs. But they believe that housing associations must take a broader view, which gives social and economic development equal priority with the housing role. There are a number of initiatives that link housing investment with health, jobs, education, the arts and building community strength.

Cordale has been led by local people from its beginnings in the early 1990s. It started in 1991 when a group of active council tenants came together to take on the management of some of the Council homes in Renton. 2 years later and with help from a housing association in Glasgow, 50 community members met to discuss taking on the ownership of these homes; the housing association was born.

The association has over 300 members which are all local people. There is also a voluntary management committee of 15 and eight members of staff.

The main source of income is from tenant’s rents – now more than £1 million a year. The new housing schemes have been financed by a combination of Housing Association Grant, invested by the Scottish Government, and topped up with private finance. But they also attract significant investment from the local council, other public agencies and charitable trusts and foundations, to complement investment by the Scottish Government.

Achievements to date:
- Built or modernised more than 400 homes
- Refurbished ex-Council homes, transferred following a near unanimous tenant’s ballot
- 40 recently completed Extra Care apartments
- The village supermarket, chemist and post office were all built by our housing association’s commercial subsidiary
- Setting up a Community Development Trust, a Social Enterprise Centre, a Healthy Living Centre and a Youth Centre – all meeting important local needs.
### Lessons Learned:

- Owning assets certainly gives a community status and power, but it is important never to look inwards.
- Community leadership is vital and needs to be embedded in the local culture, not least amongst young people.
- The next generation must be able to keep things going when the pioneers start to run out of steam.
- You have to build practical partnerships with other organisations - you can't do it all on your own.

### In the early days, it was a struggle to get support. Many didn’t believe that ordinary folk could get together and change their communities. It took many years trying to convince them that they were wrong. With hard work and dedication, they overcome the scepticism. Now there is a real sense of togetherness in the area.

### Even though the Cordale Housing Association have achieved so much the work in Renton is far from done. Development of 279 new homes for rent and sale is now getting under way. Cordale has also been asked to get involved in the regeneration scheme of a neighbouring village.

### Community Volunteering in Alness, Ross-shire

#### The Alness Initiative

- The Alness Initiative is a not-for-profit organisation, with community and business interests working together in partnership and on a voluntary basis. There is a commitment to transform the small East Ross-shire town to make it a more attractive, healthy, caring and successful place in which to live and work.

- In 1995, the business association got together with the local community association and the community council to set up the Alness Initiative. With the backing of the local council and Ross and Cromarty Enterprise, they raised funds for a series of initiatives. Top of the shopping list was giving the High Street a facelift and bringing it back to life. The national recognition this received gave the impetus for further work to improve the town. They knew that if people were able to shop in an attractive and safe environment, they would spend money locally. That has proved to be the case as the High Street is now doing well, even in these difficult times.

- The Alness Initiative is run by a voluntary management committee. As well as representatives from the founding community organisations, there is also have representatives of both older and young people involved, as well as one local councillor. Expertise is bought in as and when it is needed, but much of the work is done by volunteers working long hours for no financial reward. There is currently no paid staff.

- The initiative has very little money of its own. Money is raised on a project-by-project basis, finding funds from a wide range of sources, including the Fairer Scotland Fund and Europe. Also they have been able to plough back money received from their local wind farms into projects with community benefits and access some of the council's Ward budget.

- The initial aim of making the town a more attractive place has been spectacularly successful. The environment group's colourful hanging baskets and flower tubs in the High Street are the most obvious sign of this; but it extends to a series of 'pocket parks' on former waste ground in various parts of the town. The whole town shares a pride in its appearance, the parks are all maintained by local volunteers and there is little vandalism. The town has won...
four gold medals in Britain in Bloom, beating competition from much larger towns and cities across the UK. A network of paths and cycle-ways has made Alness a place where all age groups can enjoy an active, safe and healthy way of life. And the allotments group that they support, in collaboration with the council, means that families are growing their own food too.

5.6 Due to the problems faced by low-income families, faced with the high cost of heating their homes, with support from Scottish and Southern Energy, the Alness Initiative acted as the lead group for a year-long project offering practical advice to residents in one of the most disadvantaged areas. The West Alness Save Project (WASP) met it targets for energy savings, providing residents with a real cash benefit, and earning a cash prize which we will plough back into their work.

5.7 Lessons learned:
- The biggest hurdle was initial apathy and scepticism. Many people in the town thought that it would be impossible to counter Alness's negative image. But the work done has proved the sceptics wrong.
- It is all about partnership. The individuals and organisations represented on the Initiative have different perspectives and expertise; they learn from each other.
- Volunteers in a community can often achieve more than big organisations. There have been big changes in Alness which has mainly been down to local people working together with a determination to turn our town round.

5.8 The initiative's next big project is the redesign of the riverside park which is owned by the community association. It is not well used, mainly because of poor access and drainage problems. Using European LEADER money and the Fairer Scotland Fund, there are plans to create an adventure cycle route, provide outdoor fitness equipment for adults and young people, manage the woodland properly, reinstate the football pitches, and provide an all-ability footpath. It will then be a park that the whole community can enjoy once again. In addition there is hope to develop a project which will provide a drop in centre for older people, whilst also providing a training opportunity for local college students as part of their education in social care.

6.0 Explore York Libraries and Archives

6.1 Explore is an Industrial and Provident Society that is one third owned by staff and two thirds by community members. Community membership is open to everyone over the age of 16. Members “buy” one share with a limited liability of £1 (although Explore don’t collect the £1s). Children and young people are involved through an advisory group, giving them direct access to the Board and the development of the service. The Board is made up of:
- three non-executive directors
- one staff director
- two community directors
- the chief executive.

6.2 This legal form allows staff and local people to have a real stake in the service. As owners they can stand for election to the Board, sit on specialist advisory groups and vote at the AGM. This forms a basis for building a much stronger, more sustainable organisation that is closely tied to local communities. Regulated by the Financial Conduct Authority, they have set up a trading subsidiary: Explore Enterprises Ltd and are applying for charitable status from HM Revenue and Customs.
### 6.3 Explore York Libraries and Archives

Explore York Libraries and Archives has a five year City of York Council contract with a five year financial settlement to deliver public library services and archives. Part of the contract includes the development of community hubs and to help other council departments realise cashable savings. They work in strong partnership with the council and elected members. There is a separate collections and loan management agreement that covers the city archive.

### 6.4 Contract Description

The contract was written to focus on outcomes rather than quantitative measures, although these are also a part of it. They report into the council’s scrutiny process six monthly and also submit management accounts every month and performance figures every quarter to the council.

### 6.5 Partnership and Independence

As a public service independent of the council, Explore has a clear voice and purpose and is able to generate greater involvement of local people in all aspects of the service, encouraging flexibility, innovation and partnership building with the community. In addition to keeping all the libraries open, the ambition is to use libraries as community hubs, such as a health and wellbeing centre in partnership with local GP practices.

### 6.6 Flexibility and Savings

The freedom of being an Industrial and Provident Society has allowed them to explore different funding possibilities as well as realising savings from expenditure. The success of the future will be a combination of both. They have absolute control of their budget and so can examine how every penny is spent. They have reviewed all of their contracts to identify where savings can be made and they challenge everything. Explore can spend their money flexibly and make savings through buying online etc.

### 6.7 Outcomes Achieved

- Reading cafes
- Yorkcard - This is a cultural discount card that Explore run. It gives free or discounted entry to York residents to some of the city’s biggest attractions. It costs £5 (free for children and people on benefits) and is renewed annually.
- Community learning - Explore is a provider of community learning, mainly in the local history area.
- Merchandising - They are developing library shops in their larger buildings selling book related items and local books, maps etc.

### 6.8 Lessons Learned

- The work involved in becoming a mutual cannot be underestimated. It is challenging, but ultimately rewarding.
- The difference in working in an independent organisation is huge and offers many opportunities. There is a need for a business focus, which requires different skill sets. Above all, there is a need to have clarity of purpose, strong vision and leadership, resilience and the willingness to take risks.
- Working with a board is different, but has enabled them to bring in a range of new skills and knowledge.

### 6.9 Future Strategy

As they come to the end of year two outside the council they are refreshing their strategy. They have developed new skills and knowledge of how to operate in a very different world. There is a need to ensure that Explore continues to develop and grow and they are looking at a number of different funding options and broadening their contract base.

### 7.0 Harwich Connexions

Harwich Connexions was established in 2001 as part of the Market Towns Initiative (MTI) Programme, set up by the Government to tackle the economic...
decline many smaller towns were experiencing. A 'Town Health Check' for Harwich was undertaken, which highlighted a decrease in services and employment and a rise in social deprivation in the town. In particular employment in traditional industries such as shipping and fishing had declined.

7.2 The town was awarded a £250,000 MTI grant to deliver projects in the local community over a three year period. During this time Harwich Connexions delivered 35 projects worth £1.75 million.

7.3 Some of the projects the organisation currently delivers are:

- **Harwich Connexions Transport Co-operative** was formally launched in 2003 by Alastair Darling MP. The fleet of vehicles includes mini buses, a community lorry, people carrier and a fleet of wheelchairs. The Co-operative is in partnership with Harwich School and Fellowship for the Sick. An estimated 30,000 passengers used the service in 2011.

- The **Harwich 1912 Centre** was purchased in 2004 using funding from EEDA. The centre was retained as a 26-bed hostel for community, visitor, business and educational use. The Queen and Prince Philip visited the centre in November 2004.

- The **Tourist Information Centre** was reopened in 2004 and received an award for the best TIC in the East of England twice. Unfortunately funding was cut and it had to close in 2010. The building was then gifted to the CAB.

- The **Enterprise Centre** was purchased in 2007 and comprises of 11 small business units, with only one vacancy currently. The rent per unit is £2,000 pa inclusive (except telecoms). Profit is then fed back into other community projects.

- The **Ark Family Centre** is run as a pre-school and all money raised is used for other projects.

- **Noah’s Neighbourhood Nursery** was rescued by Harwich Connexions, who became the managing agent in 2008. There are 50 places for 0-5 age group.

- The **Rural Shopper Bus** service runs two routes on Fridays (which is market day in Harwich and Manningtree) for £2 single/return or free to bus pass holders.

- The **Hospital Hopper** bus runs from Harwich to Colchester, twice daily Monday to Friday for £5 single/return or free to bus pass holders, and has to be pre-booked. It's currently funded by Harwich Fellowship of the Sick as a one-year pilot and employs two part-time drivers.

7.4 Harwich Connexions is managed by a Board of 8 Directors who are all elected by the members. Each Director is taken from one of 3 categories, Workers, Users or Supporters of the Company. The Executive Co-ordinator has overall day to day responsibility for the Company and reports to the Board of Directors on operational and staff matters, at their bi-monthly meetings. The Transport staff, 1912 Centre housekeeper, and Enterprise Centre caretaker all report to the Executive Co-ordinator.

7.5 All users of Harwich Connexions services, (except the Hospital Hopper, dial a Ride and the SB62 service) are required to become members of the Co-operative and as such have a voice in the management of the Company. All full members will be invited to attend the business of the Annual General Meeting and will be fully eligible to vote on any issues, or election of Board members. Organisation membership is £15 per year and individual membership is £5 per year.
“Through co-operative structures communities can pick up abandoned public services and run them more efficiently and more effectively than local authorities. Our co-operative provides an excellent model for the future provision of public services, demonstrating that community and worker management can deliver what councils often cannot.”

Les Double, Harwich Connexions

**Hammersmith and Fulham Membership Circle Social Enterprise**

Circle is a membership organisation that supports members aged 50+ to build and sustain strong social bonds and take care of their practical needs. Circle was developed by Participle with 250 older people and their families in Southwark, South London, in 2007. The Circle model aims to demonstrate what a 21st century ageing service - rooted in prevention and the fostering of capabilities - might look like and, through this demonstration, to have a wider impact on the public policy landscape.

It all started when Participle raised approximately £1 million funding from partners at DWP, Southwark Local Authority and Sky, to run a systemic, structured but open ended innovation project Ageing: a Life Less Ordinary. Ageing: a Life Less Ordinary started not from the current offer and institutions available, but with people themselves, their friends and families and what they might really like in order to flourish and age with dignity. This innovation process led to the design of the Circle concept and the launch of the first London Circle: Southwark Circle.

The Circle model is locally rooted but designed from the outset with national scale in mind. Since 2009 the national Circle network, with 5,000 members, has seen the establishment of 3 regional Circles and the creation of London Circle. London Circle was the first attempt to create an infrastructure to support a scaling strategy appropriate for the 33 London Boroughs. Circle has been successful in proving that an alternative community based approach can support a rich third age. Circle has produced strong (and independently reviewed) social and health outcomes, reducing social isolation and the unnecessary use of statutory services.

There are two regional Circles in Nottingham and Rochdale which continue to grow and flourish. London Circle however was not able to develop a sustainable business model or secure on-going funding in the current climate.

The model – how the circle works:

- Each Circle in the network is run as a local, independent social enterprise, incorporated as a Community Interest Company employing around 5 people, led by a full time director.
- Members are asked to pay an annual subscription of £30 (intentionally set low given the aim to provide a universal service) which gives access to a local free phone 0800 number for support.
- The core services offered by each Circle remain those of the initial design: a rich, ever changing social calendar and on demand practical support, provided both by members themselves and paid helpers who are all checked and approved.
- Circle is a mission driven organisation: its purpose is to support older people to live flourishing independent lives. Circle achieves this through building a broad community and its ability to attract the younger old (members in their 50s and 60s) proved critical to its success since it ensured a community with the strength to support frailer members.
- Key to the success of the Circle model is the relationships members have with each other. New and diverse friendship groups sustained over time offer practical and emotional support in a light touch, everyday way and are there for when the inevitable difficult times emerge.

### 8.6

Circle’s social outcomes are strong. Three quarters of Circle members have made new friends and go out more (85,000 new social connections) and thousands of hours of practical support have been provided. Circle’s social outcomes were independently reviewed by The Social Innovation Partnership, who were appointed by Nesta. They commented that: “The measurement infrastructure in place at Circle is some of the most in-depth we’ve seen in a programme of that scale.”

### 8.7

**Lessons Learned:**
- The way things are provided is as important as what is provided. In other words the culture of a Circle would be as important as the formal offer. People did not want to see themselves as needy and they did not want Circle to look or feel like a traditional service.
- It is all about relationships: Circle has successfully learnt how to build robust and diverse communities that can support each other. This takes time, a particular culture and some continued funding.

### 9.0

**Conclusions**

**9.1**

The report concludes that:
- Grants and funding have been crucial to all of the case studies mentioned in this report.
- Partnership working is important to maintaining services. You can’t do everything by yourself.
- Volunteers are at the heart of running community services. Without them many of the examples outlined would not have got off the ground.
- Building and maintaining relationships is integral when working together within a community/organisation to run a service.
- All those involved in running the service need to have a shared vision and aim.
- Many of the authorities mentioned in this report have some kind of community action plan which empowers and supports communities/organisation and gives relevant information.
- There is a lot of work involved in taking over a community service.
Item 2

Report of the Scrutiny Research Officer
Building Sustainable Communities Inquiry Panel – 27 April 2016

Community Action Survey Results

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To present to the panel the findings of a survey on community action.</th>
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<tbody>
<tr>
<td>Content</td>
<td>This report details the findings from a survey which ran from 4 February to 31 March 2016.</td>
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</tbody>
</table>
| Councillors are being asked to | • Give their views  
• Consider the report as part of their work into building sustainable communities |
| Lead Councillor | Councillor Terry Hennegan, Convener |
| Report Author | Jenna Tucker, Scrutiny Research Officer, 01792 637732 |

1.0 Introduction

1.1 As part of the planning process the panel agreed that one of the sources of evidence would be a survey for Councillors, community groups/organisations, community councils, City and County of Swansea staff and members of the public.

1.2 This report presents the findings of the community action survey. The survey ran from 4 February to 31 March 2016. The survey was available online and it was also sent to community councils, community groups, councillors, libraries and district housing offices.

1.3 The panel is asked to consider this report as part of the evidence gathering stage of its inquiry into building sustainable communities.

1.4 This report concludes that:

• The majority of respondents understood the term community action (85%)

• Over half had not heard about the Community Action Transformation Fund (57%)

• Of those who had heard of the Community Action Transformation Fund only 17% would be making an application

• The main challenge/barrier that was given to developing community action was lack of volunteers/interest from the community/lack of local commitment.

• When asked how the Council could help tackle these barriers the main way given was through support/education/training.

• Advice/Support/Training – particularly around legal, financial, health and safety issues and promotion – raising awareness/marketing/media were the main ways cited as to
how the council could help promote, increase and sustain community services.

- When asked how the Council could help raise awareness about community action in areas promotion – media and press/marketing materials/council website, social media and publications was the main answer given.
- Publicity - letting people know what is going on/how they can get involved was the most common response to how the Council can help to get people involved in running certain services in the community.
- Finance, management/organisation and communication were the skills highlighted as the most important to run a community service.
- When you look through the report at the responses given there are a number of recurring issues these include lack of volunteers/interest in communities, finance, lack of accommodation/equipment, support/advice and promotion/publicity.

<table>
<thead>
<tr>
<th>2.0</th>
<th>Survey Results</th>
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<tr>
<td>2.1</td>
<td>The total number of surveys completed was 85. This included:</td>
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<tr>
<td></td>
<td>- Councillor, Community Councillor – 17%</td>
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<tr>
<td></td>
<td>- Local Resident – 33%</td>
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<td></td>
<td>- Community group/organisation/charity – 24%</td>
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<td></td>
<td>- City and County of Swansea staff member – 26%</td>
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The results were as follows:

| 2.2 | Do you understand what is meant by the term Community Action? |

Graph 1
2.3 Have you heard about the Community Action Transformation Fund?

Graph 2:

2.4 Will you be making an application?

Graph 3:

2.5 What will your application be related to?

Answers given:

- Community Centre refurbishment.
- Protection of grass verges.
- The asset transfer of Graig Y Coed Playing Fields.
- The running of Halfway Park Playing Fields.
- We have already been successful with our application to the Transformation Panel. We are in the process of agreeing a lease with the local authority to take over the running of our local bowling green.
- To take the Lease on the Mumbles Bowling Green and possibly the Bowles Pavilion.
<table>
<thead>
<tr>
<th>2.6</th>
<th>What challenges/barriers do you think you may have in developing community action in the area you live or your ward/community?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Lack of Volunteers/interest from the community/lack of local commitment (37)</td>
</tr>
<tr>
<td></td>
<td>• Lack of funding/costs involved (13)</td>
</tr>
<tr>
<td></td>
<td>• Poor public/local transport (4)</td>
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<td></td>
<td>• Lack of knowledge/understanding (6)</td>
</tr>
<tr>
<td></td>
<td>• Insufficient/no community building/facilities (15)</td>
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<tr>
<td></td>
<td>• The necessary support/information and advice (6)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2.7</th>
<th>Q11. How could the Council help you to tackle these barriers?</th>
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<tbody>
<tr>
<td></td>
<td>• Support/Education/Training (27)</td>
</tr>
<tr>
<td></td>
<td>• Help promote/Raise awareness of what is available (8)</td>
</tr>
<tr>
<td></td>
<td>• Help with accommodation (9)</td>
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<tr>
<td></td>
<td>• Financial help/support (9)</td>
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<tr>
<td></td>
<td>• Help with setting up of community groups/recruitment of volunteers (3)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.8</th>
<th>Q12. How could the Council help you to promote, increase and sustain such services in your community?</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Advice/Support/Training– particularly around legal, financial, health and safety issues (23)</td>
</tr>
<tr>
<td></td>
<td>• Financial Support (6)</td>
</tr>
<tr>
<td></td>
<td>• Provide facilities/equipment (9)</td>
</tr>
<tr>
<td></td>
<td>• Help get volunteers involved in community services (4)</td>
</tr>
<tr>
<td></td>
<td>• Promotion – raising awareness/marketing/media (19)</td>
</tr>
<tr>
<td></td>
<td>• Transport (2)</td>
</tr>
<tr>
<td></td>
<td>• Make better use of local councillors (5)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.9</th>
<th>Q13. How could the Council help you to raise awareness about community action in your area?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Make better use of local councillors (3)</td>
</tr>
<tr>
<td></td>
<td>• Promotion – media and press/marketing materials/council website,</td>
</tr>
</tbody>
</table>
social media and publications (40)

- Providing funds (5)
- Support/advice/guidance/training (6)
- Using the Council’s existing contacts/relationships (6)

2.10 Q14. How could the Council help you to get people involved in running certain services in your community?

- Publicity – let people know what is going on/how they can get involved (16)
- Support/Advice/Training (10)
- Help with venues and equipment (4)
- Show best practice examples/where communities succeed (2)
- Using the Council’s existing contacts/relationships (5)
- Help with transport (2)
- Help with recruitment of volunteers/match volunteers with community organisations that need it (10)
- Provide community co-ordinator (3)

2.11 Q15. What sort of skills do you think people might need to run a community service?

- Communication (14)
- Finance (25)
- Management/organisation (18)
- Leadership (6)
- Enthusiasm (7)
- Commitment/Dedication (7)
- People Skills/Community Knowledge (10)
- IT knowledge/skills (8)
- Patience (3)
2.12 Do you have any examples of successful community run services within your ward/community that you would like to share with the Panel?

- Following the asset transfer of Graig Y Coed, the Community Council will control all the services in the ward. This includes Llanmorlais Recreation Ground, tennis courts and MUGA, Penclawdd Recreation Ground, tennis courts, bowls pavilion and bowls green, Dan Y Graig Football Field, Crofty Playground, Penclawdd Playground. All these facilities are provided for individuals / clubs within the area and the Community Council works in partnership in order to ensure as many people as possible can enjoy sport and participate in activities. Llanmorlais Community Hall is also managed by an independent committee that works tirelessly to ensure this facility is available to the community.

- Our services at Ty Croeso have won an award for service to the community from the Community Council. Although none of our activities are large, they receive strong praise from those who come: outlet for Swansea Foodbank, outlet for Neath Port Talbot Credit Union, Welsh learners’ group; bereavement support group; Families Anonymous; book club.

- The U3A is a very good example of getting older people together as a community.

- We have a Swansea City Braveheart Football team for children with learning disabilities which was set up about 17 years ago by parents and the sports coordinator within Swansea Council.

- Tir Coed is an interesting where we pay a yearly amount to a Trust to maintain the area. I am currently working on updating the park in the area.

- De La Beche Association who have raised funding to refurbish Uplands market

- COBRA Bonymaen - Community House run by the community for the community within the building. Credit union, breakfast club, teenage club, over 50's and advice service.

- Memorial Hall Morriston has a very strong board who work closely together to run the facility for the benefit of the community

- A litter picking and groundwork group run in Blaenymaes.
2.13 Any other comments?
Comments mainly related to:

- It is not just about starting up community services it’s also about the sustainability of these services in the future.
- There is a need to speak to members of the public and communities to find out what is important to them and what they would be willing to do.
- Better advertising is needed to show members of the public what they can get involved in within their area but also to highlight successful community services that are currently being run in Swansea.

3.0 This report concludes that:

- The majority of respondents understood the term community action (85%)
- Over half had not heard about the Community Action Transformation Fund (57%)
- Of those who had heard of the Community Action Transformation Fund only 17% would be making an application
- The main challenge/barrier that was given to developing community action was lack of volunteers/interest from the community/lack of local commitment.
- When asked how the Council could help tackle these barriers the main way given was through support/education/training.
- Advice/Support/Training – particularly around legal, financial, health and safety issues and promotion – raising awareness/marketing/media were the main ways cited to how the council could help promote, increase and sustain community services.
- When asked how the Council could help raise awareness about community action in areas promotion – media and press/marketing materials/council website, social media and publications was the main answer given.
- Publicity - letting people know what is going on/how they can get involved was the most common response to how the Council can help to get people involved in running certain services in the community.
- Finance, management/organisation and communication were the skills highlighted as the most important to run a community service.
• When you look through the report at the responses given there are a number of recurring issues these include lack of volunteers/interest in communities, finance, lack of accommodation/equipment, support/advice and promotion/publicity.
## Swansea Voices: Community Action Survey Results

<table>
<thead>
<tr>
<th>Purpose</th>
<th>To present to the panel the findings of the Swansea Voices survey on community action.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td>This report details the findings from a Swansea Voices Survey which ran from 4 December 2015 to 1 January 2016.</td>
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</tbody>
</table>
| Councillors are being asked to | • Give their views  
• Consider the report as part of their work into building sustainable communities |
| Lead Councillor | Councillor Terry Hennegan, Convener |
| Report Author | Jenna Tucker, Scrutiny Research Officer, 01792 637732 |

### 1.0 Introduction

#### 1.1
On 4 December 2015 563 Swansea Voices panellists were emailed and invited to complete the survey. The survey ran until 1 January 2016. 256 completed the questionnaire, yielding a response rate of 47.5%.

#### 1.2
The panellists were asked the following question:

**Swansea Council is considering introducing a new initiative whereby local residents will be able to manage facilities and services on a voluntary basis. This has been successfully achieved in other areas across the country. Should this initiative be introduced in your local area, would you consider volunteering to help run the following local services?**

The results were as follows:

**Should this initiative be introduced in your local area, would you consider volunteering to help run the following services?**

<table>
<thead>
<tr>
<th>Service</th>
<th>% of respondents</th>
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</thead>
<tbody>
<tr>
<td>Local library</td>
<td>32</td>
</tr>
<tr>
<td>Local community centre</td>
<td>22</td>
</tr>
<tr>
<td>Local park</td>
<td>17</td>
</tr>
<tr>
<td>Local sports pitches</td>
<td>7</td>
</tr>
<tr>
<td>Local playground</td>
<td>6</td>
</tr>
<tr>
<td>None of these</td>
<td>31</td>
</tr>
</tbody>
</table>
1.3 Key issues from the graph:

- Respondents were asked if they would be interested in managing facilities and services on a voluntary basis. Around a third of respondents (32%) said that they would consider volunteering to help run the local library.
- Around a fifth of respondents would consider volunteering to help run the local community centre (22%) and the local park (17%).
- However less than 1 in 10 respondents would consider running local sports pitches (7%) or a local playground (6%).
- Around half of respondents (51%) would not consider volunteering for any of these services.
- Respondents were asked if they had any other comments or suggestions relating to community action. Comments mainly related to a disagreement with the use of volunteers/ volunteers shouldn't replace paid staff, respondents who are unable/have no time to participate and comments that council tax should pay for these services.
Interest sought in leisure and cultural facilities

Swansea Council will this week start testing the marketplace for interest in running a number of its leisure and cultural facilities.

Interest is being sought from third parties, including not-for-profit and community-based companies and organisations, in working in partnership with the council at attractions including the museum service, Plantasia and community leisure centres.

It's all part of the Sustainable Swansea: Fit for the Future transformational programme that's looking to guide how the council makes inroads into a major budget deficit, while protecting as many services as possible.

Cllr Robert Francis-Davies, Cabinet Member for Enterprise, Development and Regeneration, said:

"Through no fault of our own, we're facing a budget deficit of £80 million over the next three years. In a recent budget consultation exercise, Swansea residents told us we should be prioritising the funding we do have on education and social care, while finding different ways to run other services.

"So our plan isn't to stop cultural services - it's to explore alternative, innovative and sustainable ways of delivering these services in future to protect them for the people of Swansea. This is why we're starting to test the marketplace for interest in running a number of our cultural services. This isn't about privatisation. We hope we'll be able to work in partnership with a number of leisure organisations, trusts, community groups and in-house business units to sustain a strong and vital service for Swansea and the region. The aim is to minimise the impact on our teams as far as possible.

"All that's happening this week is the start of a conversation with third parties to explore how they think they can work in partnership with the Council to meet our priorities, enhance the attractions and achieve sound outcomes for all our communities, especially those most in need of supported access, whilst developing and protecting the services for future generations to enjoy.

"Any recommendations that arise from this activity will be referred to Cabinet for final decisions."

Outdoor leisure facilities including Blackpill Lido, Singleton boating lake, the Ashleigh Road pitch and putt, the Bay Rider land train and the Langland Bay tennis courts are among the other attractions the
council is looking to run differently in future. Alternative operators are also being sought to run these attractions on a short-term basis from the start of May this year until the end of December.

Cllr Mark Child, Swansea Council's Cabinet Member for Healthy City and Wellbeing, said: "While these outdoor facilities are among the services we're looking to run differently in future, we're also now looking for alternative operators to run them from May till the end of the year. This will help us make savings in the short-term as we go about exploring alternative models of delivery for these facilities and others in years to come.

"But it's not just cultural services that will be delivered differently in future. All council departments are under review as we look to become more streamlined and innovative to create a sustainable Swansea that's fit for the future."
The following are questions raised at the meeting which the Leader agreed to provide written responses to.

Public questions

1. Mr Perrott asked for specific examples of where the Council is developing use of co-operative working.

RESPONSE:

The Council has a Policy Commitment to follow the co-operative model and ensure that the whole Council works together to empower local communities. Although not a member of the Council Co-operative Network, the Council has adopted a number of the Network’s principles of co-operative working, particularly councils working in equal partnership with local people and with partners to shape and strengthen communities.

Our Corporate Plan Delivering for Swansea is built on three clear values which will guide the way that we work with partners and with our communities.

Our values involve: a focus on people and on community needs; working together with partners and communities to get the best for our communities, and; on promoting and supporting a culture of Innovation so that we will think and work differently to meet the challenges that we face.

This means that we will look at new ways in which communities can be enabled to help themselves. This is reflected in one of the Council’s 5 key corporate priorities Building Sustainable Communities.

Our Building Sustainable Communities priority recognises that current models of service delivery are unsustainable and do not always provide the best outcomes for people. Swansea is changing and residents’ needs are changing too and the transformation of services is vital to meet these future challenges. Residents, families and communities want more say and control over how their own needs, wants and expectations will be met. The Council is working to ensure that communities have the right resources, assets and facilities in place to support them to help to achieve the outcomes they want to achieve.

Some specific examples of our co-operative work include:

- Work with the voluntary, community, public and private sector in Swansea and the wider region to promote community action, build capacity and develop projects for communities to run services, manage assets, for example, through the transfer of sports facilities and playing fields.

- Developing a Third Sector Strategy and a COMPACT outlining how we plan to work and communicate with the third sector.
• Improving the cohesiveness of communities so that people like where they live and who they live with.

• Undertaking further widespread community engagement about the future role of the Council and how we can support residents, families and communities to support themselves, in line with our approach in Sustainable Swansea – fit for the future.

• Engaging with communities further to increase community involvement in local services, such as the Friends of Parks initiatives.

• Providing community information, advice and signposting to enable people to take advantage of community based resources and help them meet their own needs, such as through the work of our Poverty and Prevention Service.

As I hope that you can see from my response, the Council is fully committed to the principles of co-operative working, which reflect the approach proposed in the Wales Co-operative Centre manifesto “We’re About Wales”.
Q4. What will your application be related to?
- Community Centre refurbishment. Protection of grass verges.
- The asset transfer of Graig Y Coed Playing Fields.
- The running of Halfway Park Playing Fields.
- We have already been successful with our application to the Transformation Panel. We are in the process of agreeing a lease with the local authority to take over the running of our local bowling green. The successful application to the Transformation panel provided us with the ability to undertake essential improvements to the ditches, banks and surrounding areas of the bowling green.
- Mumbles Community Council Are minded to take the Lease on the Mumbles Bowling Green and Possible the Bowles Pavilion.

Q10. What challenges/barriers do you think you may have in developing community action in the area you live or your ward/community?
- Lack of willingness to engage in active volunteering. Need for education & training. Belief that the Councillors & Council are solely responsible.
- Lack of people interested people who do volunteer may not have the skills etc
- Having 'volunteers' with the time and knowhow to keep at it and make sure something happens.
- Experience of doing so Organisations locally from which this could spring Community Council unsupportive Bases from which to carry out action
- Justifying additional costs that will be incurred by taking over facilities from the City and County of Swansea. Double taxation by the unitary authority and community / town councils will develop into a massive issue if more facilities are transferred.
- Poor public transport, library service under threat, general apathy
- We are a very small organisation run by volunteers so quite limited in what we can achieve, though we have done amazingly well in 4 years in developing our small centre, in a shop unit on the high street, which hosts e.g. foodbank, credit union, a bereavement support group, and Families Anonymous. Smallness is a challenge and a blessing - those in management of the project currently don't feel able to do much more or develop rapidly.
- Lack of local commitment
- Understanding the differences between different communities in different part of the city
- Lack of public buy-in, and lack of knowledge. People don't know anything is happening or realise the impact on them.
- Lack of interest
- Finance and authority
- Insufficient centres where older people can congregate and get involved in pursuits such as exercising, arts & crafts, language learning etc.
- None at present but may have problems with meeting venue once the Civic Centre goes.
- no community centre
- General apathy and lethargy of many local residents
- The largest challenge is we have little transport that goes to places that we don’t need. The next almost equal challenge is having a Labour Council where every is on paper looking really good but there is no action to support it... If we managed to wheel deal an appointment with the dour (except for photo calls) about lack of community aids the Council paint a rosy picture back to Garaint which make the public out to be liars...We have struggled for ten year... We are not really interested now.. We shop on line, we communicate on line it’s all there is...because all our cash goes on taxis.
- Depends on what the action is about. I am not concerned with keeping gyms, sports facilities and the like open.
The local community centres are presently run by mostly ageing volunteers. They are already struggling to survive due to a lack of new younger volunteers coming forward to ensure the future. South Penlan Community Centre is currently run by one dedicated volunteer and the majority are in the same position. There are new changes proposed which will make the community members totally responsible for the buildings e.g. insurance, maintenance, utility costs, etc. This will be the final nail in the coffin for most of them, and they will close. I am based in Penlan Community Centre with the library next door. Both are the hub of the local community. There are numerous clubs that use the community centre e.g. a lunch club for the elderly, bowls, dance classes, children’s parties to name a few. The library also has numerous classes and provides lots of activities and support for the community. If these 2 go, what is going to replace them? There is a demand for activities for the increasing elderly population who will not qualify for day centres in the future. For some people the activities that are run, for example, the knitting club in the library, are the only time people go out and see people. They are important for peoples wellbeing and the Community. I am a Community Connector—a community worker in my local area for vulnerable people and the elderly. My role involves: signposting people to other agencies for support such as help with dept, carers issues, benefit issues, tenancy support etc. I find people social activities to reduce social isolation. I support the elderly social clubs by maintaining regular contact and referring new members in (taking them along the first time) making posters for them, letting them know about grants available etc. My job is currently "under consideration" If the community centres close so will the clubs that meet in them. Where are elderly people expected to go? They won’t get a day in the day centre unless they have "substantial and critical needs" such as dementia, and live with a carer. If the Connector roles go what community support and information are the elderly going to get? We are the experts in our areas. They can’t just be told where a club is; they need up to date information, to be supported to attend the first time and often community transport has to be arranged. Lack of community transport is also a barrier for most people the demand is high. Some people like my 89-year-old father with dementia need it. He attends the lunch club in Penlan and 2 clubs in Mayhill with lifts from Dansa transport. He could not travel there safely without supported transport—the driver comes to the door makes sure he has his stick and his keys etc sees him into the clubs and home safely. The challenges in the future will be increasing ageing population, lack of community transport, no community centres, less social clubs for the elderly. This combined affect will increase social isolation, affect people’s wellbeing which will increase demand for health services and social service!!!!

- There are a lot of transient residents due to the high number of HMO’s and students.
- Residents are either too elderly (& lack the energy) or have too little ‘spare’ time to develop community action. Grandparents are usually an essential part of the family in looking after children whilst younger adults are out at work or also involved in childcare or of older relatives.
- Lack of accountability Lack of cohesion
- The lack of understanding of who we are and what we do. For those who do know who we are, many still think of us as being "the poor man’s bank" in that we only deal with the financially excluded, and this prevents many people from coming to us in order to view our products and services
- Cuts in funding have had a huge impact on the work we are able to do - Liasing with other agencies has becoming difficult as many other relevant agencies have shut down/closed due to funding cuts
- The community disappeared when the University in Singleton Park expanded and did not provide enough accommodation for their students as done in other countries. We now lack
very few permanent residents, especially younger families, most of Brynmill are of the senior citizens.

- The biggest challenge we have is education, it is great to tell people with any disability to use local community projects but when the people in the projects have no understanding of disabilities it can cause a lot of distress and actually effect peoples mental health and wellbeing. People today do not have time or understanding to deal with those members of society who have difficulties.
- We offer accredited courses at community venues. Some venues have childcare facilities on site which is very helpful to young parents who can then study while their child is being looked after at the same venue.
- Most people are employed and wouldn't have time to be involved.
- Victims of crime accessing our services due to lack of knowledge about what we can offer, and places to meet with our staff and volunteers.
- Lack of support from local community.
- Apathy, lack of communication.
- All premise to have hoisting equipment for people who have to be hosted for personal care issues.
- Specific skills required to run businesses.
- I have no idea of what goes on in my area.
- There is significantly low appetite to take over services which are considered as "Council run". The societal changes, with ever greater emphasis on family and friends, rather than community mean an ever-smaller number of volunteers to run events / societies. And these volunteers will tend to only participate in ventures which interest them and are local. Does this mean that where there is a community spirit that the residents of these areas will be subsidising those areas where the authority has to pick up the slack as there is no community? And what happens if/when the community spirit breaks down and the service can no longer be run? Would the council have to step back in, or would it just watch as an area fell into disrepair?
- getting a group of people together.
- Most community organisations who directly involved in some of the most sustainable community action, struggle for funding. Funders and decisions makers seem, unfairly so, more comfortable at funding huge organisations. New and small organisations are often the bloodline of communities and grassroots' participation. They must be accorded recognition and support on the merit of their current outreach to larger groups and the hard-to-reach, as well as their future potential in doing so.
- The process may be a barrier in itself, depending on how it is run. What won't work is the Council stating what is needed and staying in control of the process.
- As it is a complicated issue surrounding the lease, there are issues with regards to the legal side of things.
- Time, knowledge, resources.
- A lack of people interested in participating in the community action process. 2. A lack of space or a building to meet with people for community meetings. 3. Lack of knowledge to run the services effectively.
- Lack of support from the local community. Skills shortage in the communities.
- Getting the right people with the qualities and intelligence to run/manage projects; getting the right people who have the time to commit to community projects.
- Finance was always going to be one of our major concerns, however we are continually looking at ways of generating income via grant funding, sponsorship as well as through our own membership. The other potential barrier could be the ability to participation in the sport in order to hopefully increase our own membership.
• The community centre has received no funding and operates only when we have spare time to devote to opening doors. We have also had no formal training, which has hindered our progress. The area around Humphrey Street has a lack of footfall due to it falling into a state of decline and disrepair and the transient nature of the area regarding student and other quickly turning over residential rentals. Further challenges include the further degradation of community spaces as the development of city centre accommodation and services such as car parks replaces existing spaces. See examples such as the Conservative Club, Royal Welsh Fusiliers Club and the plans to redevelop the site of Humphrey Lane Studios into a private car park. The more of these public and community spaces and inspiring places which are lost and become private closed spaces, the greater the barrier to addressing the needs for better community cohesion through shared spaces to come together and strengthen the sense of community in the area.

• commitment of individuals to long term involvement. opposition from elected Members and staff arising from a perceived loss of control and status. ensuring that community groups act democratically and transparently and are capable of making informed and responsible decisions. ensuring that community groups take appropriate professional advice and act on it.

• Finding people with the responsibility and capability to develop the partnership / services.

• Community Engagement is definitely an issue in Dunvant/Killay, which surprises me as there does seem to be a strong community feeling (we have recently moved to the area). Dunvant Park has persistent issues with vandalism and their 'Friends Of' group doesn't seem to have the same traction as others in Swansea (e.g. Cwmdonkin). Lack of resources make local facilities less attractive, e.g. very limited play area which suffers due to a lack of maintenance.

• small groups find difficulty in meeting the costs for building and service running costs I order to offer local people meeting spaces.

• Time. It’s already hard to balance work and family commitments etc. Although I have actually already helped develop a local project by trying to improve play facilities.

• Support for people with a good idea to take it forward. Swansea Council for Voluntary Service think they have a monopoly on this. They are an important source of help and advice for third sector organisation, but there is a need for a different type of support that they don't offer.

• funding and people procurement

• lack of facilities. no community centre

• Very few community based groups in existence. Area has a large transient population including students. Lot of HMOs. Very few community facilities - for example places to hold a meeting in some parts of the ward are non-existent or inaccessible.

• I don't think there are barriers The challenges are obtaining the necessary information from the Council and persuading people who think that paying their council tax covers everything and therefore they have already paid for a service and expect it to be delivered for them.

• Tackling the anxieties for members of the community when taking on extra responsibility

• Lack of people with appropriate skills, with interest and with time to engage in Community Action.

• Engagement and confidence of Communities to get involved.

• Lack of will, community spirit, money, facilities and volunteers to take on what the Council wants to offload

• Finance

• getting people involved getting some of them to gain confidence so they can carry these kind of schemes out having a mix volunteers who between them are capable of working as a team, planning action, carrying it out, putting in for grants etc etc

• Funding / involvement from community/ transient population
• Lack of a community notice board on main street. Lack of parking. Poor road links, flooding during high tides cutting off one of the 4 main access roads, recently reduced bus service cutting off half the village and serious, rush hour traffic jams
• Lack of spare time
• We are losing all our community buildings
• The paper talks about consultation, I would like to see this in Townhill
• Getting local residents motivated
• A parent child relationship between community and Council. The attitude that volunteers are busy bodies, that their time doesn't matter and being made to feel that any questioning support no matter how wasteful, inappropriate or irrelevant is felt to be ungrateful rather than a way of feeding into making things better. No joined up thinking between community groups or sharing of knowledge or resources. No way to communicate effectively or work together.
• Volunteers willing to give up time on a regular basis. Also accountability issues. Trust issues of people and or computer fraud. An easily accessible venue. Mental health issues being a barrier etc. Restricted times or days for access. Hatred of computers. Not enough computer/laptop available.
• Not enough people prepared to help. Mostly older people who can't commit to time.
• Community Action Jargon - It sounds like the council is using flowery language to say that services are being cut and local residents will need to fill the gaps in service provision. A specific challenge at the moment is our lack of a residential warden at Gelli Gardens. This means we have limited information about local activities/events/organisations. A warden also helps us to co-ordinate our communal activities and keep connected with fellow residents. As an elderly community ill health can prevent people from being able to commit to community action.
• No interest from local residents to take responsibility for anything.
• The appropriation of buildings in the locality. Also volunteers to run it and experience. Apathy - local community. Obtaining volunteers. Communication and limited support from other organisations in the area. Community transport availability. Printing costs for leaflets and pamphlets. Co-operation from local businesses and local shops. Availability of local businesses and shops addresses and telephone numbers. Professionals listening and actually acting on information given. Expertise.

Q11. How could the Council help you to tackle any of these barriers?
• Action on education & Training. Hold public meetings to inform residents. Signpost ward Councillors where funding can be applied for. Offer any relevant support to Ward Councillors.
• ongoing support from council officers until community group can go it alone
• Put on some training perhaps and assign a mentor to each group and their members to be able to take an idea from beginning to fruition? Have a link person in the council available for help in the future should this be needed to develop new ideas, sustain existing initiatives and ensure 'succession' planning of current initiatives
• Training, guidance, and guidelines etc on line Templates and MoMs on line and supporting officers in the council Not much Provide accommodation in council owned premises.
• Offer sufficient funds to ensure facilities can be paid for. This should be 5 years minimum to justify the double taxation.
• Subsidise better transport links. Retain library service
• Financing the project is a constant challenge with small resources and volunteers. Our costs are primarily the rent for the shop. In some ways we would like to move to somewhere bigger but no way could we raise a higher rent and we currently have very favourable terms
from the landlord. It would also need to be a position with at least as good parking, preferably better.

- More Publicity. The community needs to stand up support services or loose them.
- Develop inter-community think tank
- More information and support.
- Allow more action by the Community Council and support with finance
- By renting/taking over disused buildings and then advertising what the Centre has to offer.
- Run a trial
- Provide free (as now) or very cheap space and facilities for monthly meetings.
- putting the community first and not schemes that put money in the council pot
- Concentration/focussing on specific local facilities such as Dunvant Park or Killay Library
- Ha ha ..not wasting more of my energy on this Council...they have had ten years of me bleating. We are too tired of being penalised and forgotten by this Council.
- You could revise the current policy on community centres some are underused and could be closed. Some such as Montana park are thriving and cater for the needs of the local community. I feel the current proposals are short sighted and will not benefit the communities of the future.
- Get rid of some HMO's and encourage families into the area.
- Establishment, awareness training session in cohesion ...etc.
- Initially, continue to promote our products and services to its staff, and offer membership to staff for "FREE."
- Look at financial situation - how can finances be gained/moved around to affect change &/or continue much needed services.
- Regenerate the area by stopping any more HMO'S, lobby the University to provide more accommodation not sell it off such as Hendrefoilan/Clyne Castle.
- By education people about disabilities. It is very detrimental to peoples mental health and wellbeing when they at times cannot keep up with the group and are a) either left to fall behind or b) ridiculed because they can at times not keep up or understand.
- Help us promote these courses in local areas and if possible help with childcare facilities at some venues that don't have it
- target areas of low employment
- Enhanced working relationships with the council and joined up activities and events.
- By generating enthusiasm
- Raise awareness of what's available in an area
- By making sure these facilities are available, and that they are part of everyday life. That way everyone will get use to have people with profound disabilities around
- Training courses and advice sessions
- Inform each household of any barriers
- Perhaps CCS should have learnt the lessons of Cameron's "Big Idea" and asked communities first for their opinions rather than announcing it as a plan, without a clue how to implement it? The only community action groups to take up the offer so far are only going to look after their own vested interests in taking council-run facilities they are already using and taking over ownership of those facilities.
- facilitate
- Take a genuine and open look at proposal, regardless of size of organisations. Funding should be spread out to several organisations, rather than just a few, since each organisation has its own reach due to the dynamics of modern society such in LGBT, BMES, Youth etc...
- Asking questions rather than giving answers - involving community members at the centre, rather than them just helping Council leaders - discover the communities motivation to act,
rather than just blaming 'apathy'-letting go of the control - finding out what matters to the community rather than assuming or telling the community what is important.

- More willingness and priority from the council’s Development and Outreach section.
- Funding, support from staff
- Good advertising through the council’s website, social media and staffnet pages.
- Perhaps the council could consider using libraries, housing offices, community centres or a school to hold committee meetings e.g. friends of Swansea parks or the Swansea litter picking organisation.
- Provide training and resources for the community action teams to do the work.
- Find the community groups and local activists first and work from that way up.
- Possible vetting/interview/selection process for group leaders/members;
- We have been working with the Council’s Cultural Services Team who are supporting us with development activities. The lease from the Council has not yet been agreed / signed and we are currently speaking with our legal representatives regarding this. The local authority suggested that we consider transferring our organisation into an incorporated body principally to remove individual liability for our members. We are also in discussion with our legal representatives regarding this.
- Supporting projects such as Humphrey Lane Studios and 2 Humphrey Street Community Centre which operate without receiving any funding from the council but just out of the passion of local residents to make change themselves in their local community. Helping to guard and preserve these spaces to be the small but inspiring places that the local community can come to, engage with, and be a part of. Help us to find training so that we may grow and strengthen what we do and become increasingly accessible to the local community. Help us to get the word out about what we do, so that we may find more people who are passionate and willing to volunteer time and energy into a cause they care about. We don’t need a lot, but we are doing all that we do just in our own spare time. It’s hard to stay on top of everything, it’s hard to find time to seek out training, resources and any funding opportunities whilst at the same time trying to steer the vision and goals of the place, maintain the buildings, let alone challenge a planning application which threatens our immediate future. If the council is able to assist us in these areas in which we have no experience, it would make all the difference in achieving our goals of a sustainable, relevant and viable space in the local community.
- supporting participants and other stakeholders through on-going financial and professional support. setting up clear and simple guidelines with continuing support to enable participants and other stakeholders to ensure that they act democratically and transparently and are capable of making informed and responsible decisions. provide appropriate professional advice.
- Contact partner agencies
- Some investment in resource (e.g. a toilet block in the park) in advance of asset transfer may help both the Friends Of group and ongoing community engagement. Greater visibility of local Councillors also would be of benefit; we have lived in the area for 6 months and our daughter has been at the primary school since 2014, but have yet to see any evidence of Councillor/Member engagement.
- offer space with phone/computer access in Council run buildings, make available council staff to give legal, financial and HR advice so that community groups avoid the pitfalls from lack of experience or knowledge.
- Not sure it’s completely within the Council’s gift as we are talking about people’s free time.
- Run some community networking events to raise awareness, encourage people to come forward and support them when they do this
- Holding more public meetings
• We shall see as time goes on, Training through SCVS is a good start, thanks. I have seen that the council also provides space in empty building sometimes to community groups, this maybe helpful to us in future, if there are any left at the time; The pace of development of the town centre has been fast lately.
• provide funding
• Need for an easy to use guide on how to get involved, with downloadable constitution templates, key contacts in the council; Links to advice and funding opportunities etc. training for officers - many of whom still don’t understand what partnership working means.
• More help in explaining how little the Council Tax actually buys.
• Additional training and briefing sessions
• Not sure. Possibly by providing a person to identify possible community action leaders and help develop them.
• Provide advice and support. The Community Action Toolkit is a good example.
• Direct me to a source of Finance ie Grants
• identifying areas in Swansea that could benefit from community action, and/or asking residents themselves for suggestions, using the support of officers in managing the process of setting up such groups as Friends of arranging initial meetings, and giving general support whilst the group gets off the ground.
• Setting up events to allow community to vote on which projects go forward
• Erect a notice board on main street. Sort out the road links. Raise to meet flood barrier status/widen to take high lorries through Pont Y Cob Road. Create small link in Waunarlwydd from Alcoa Road to Bridge rd to reduce bottleneck through Gowerton. Subsidise bus service.
• help provide a hub for the community
• Consult with the residents, take care of Townhill and its environment like other more affluent areas. Reinstate the Graiglwydd rock and clean up and weed the circle. Reinstate the landmark obelisk designed by the youth of the hill.
• Funding
• Council staff do not work with but do to the community. This is well meaning but destructive. Be honest about what is possible given austerity and be open to fining other ways. Very basic community hubs even virtually to share basic facilities that help make things happen on a library type basis. This could be from tea and coffee making kits in a box (cups, canteens etc), litter picking tools, flip chart and consultation tools with a book of ways to capture ideas. A network of private, public sector spaces or contacts where people can meet at low or no cost.
• Maintain current provision
• The barriers exist because residents feel that there is nothing to gain by being responsible for something - They fear that it would backfire and end up being sued for something that they would not have total control over.
• Search for suitable buildings by getting in touch with estates department (maps etc.) Provide training and funds. Motivate volunteers - reward volunteers, mentoring. Inclusion on meetings (relevant to community encouragement). Printing of leaflets, brochures etc. Transport free or subsidised.
Q. 12. How could the Council help you to promote, increase and sustain such services in your community?
• Work with the ward Councillors & any current residents groups. Be responsible for advertising what the Councils policy will mean for Communities. Work closely with media. Listen to the resident & take their concerns seriously.
• deal with the coordination & administration
• Direct mailing, initial discussion forum, ongoing training and mentoring facilities
• Hold open days - what can you do for West Cross days. Highlight where good things are happening, and they are already. Help people understand how dire the council’s finances are for certain things. Build resilience within communities and help vulnerable people network.
• By providing sufficient funds and where necessary, to work in partnership with community groups.
• Provide a building for a library.
• Financial support is key, but also making our existence and services throughout the Council network would help. It has been a long, slow slog getting ourselves known, and we still find agents and agencies that aren’t aware of us and are surprised (pleasantly) when the visit, e.g. for the foodbank for their clients.
• More Publicity again.
• Help publicise U3A.
• Education, information and training support. Financial management guidance.
• Allow Community Council more control over local issues.
• Through advertising initially, then much of the promotion would be done through word of mouth.
• listen to residents’ complaints, with particular ref. to road repairs.
• listen to residents and don’t waste money.
• Helping our advertising and ensuring our details are in on line websites etc.
• Provide venues locally as all public transport ceases early.
• By encouraging support groups.
• They won’t…they will just put it all down to look good on paper... It’s all token so we have learned by experience. They could use syntax that people understand instead of the ‘council speak’ as seen in the first headline. lol... Most older people wonder what the hell you are on about...Its as though you are writing for brownie points from the dastardly EU and not trying to communicate with people who are of a different era, who don’t read much and don’t use on line services.
• By keeping the community connectors!!
• Have a community hub.
• Residents are already fully stretched with regard to community matters.
• Setup and build the accountability framework.
• By assisting us to purchase premises in the city centre which we can use as a hub facility. When I say assist, I mean support from MP’s AM’s, Councillors and other organisations and not necessarily to purchase these premises. We could immediately then help to regenerate the city centre as well.
• Increase financial help - if this is not viable, perhaps look at where the council could perhaps access other finances in other ways. It is difficult to sustain services with limited finances.
• By decreasing the student population in Brynmill.
• By making sure all services set up are set up with the acceptance of those using the services. Making sure if the service is to be an integrated one then people are educated about the various types of disabilities that we have in society and educated in a way that they fully understand what impact that disability can cause people. By counsellors themselves fully understand the impact on peoples life’s a disability can have. Recently you organised an event in Gorseinon about reviewing and commissioning of services. A) not many people or their carers who used those services were made aware of the days b) the time the event took place was not at all suitable for people who use the services or their carers c) Gorseinon really to far out of the centre of Swansea. These days just highlighted the lack of knowledge of the planners in regard to the client group involved. I am not aware if these days were co-produced with the people who use the services and their carers or not. But for future services to be developed properly then co-production is the way forward. This should
not only include people with disabilities and their carers but also the wide diversity we have in Swansea of residence from different cultural backgrounds.

- Put posters up in local venues, make all people employed by the council aware of our courses so that they can direct people to us. We have developed links with Communities First and similar groups which has been very helpful
- using local venues and being available to set us groups in the beginning
- Promote our services internally and externally. Set up regular surgeries for the public to access our services and allow use of public buildings to meet victims of crime. Forge stronger links with our staff and volunteers.
- Do not know how exactly the council would be able to do this
- Community person who would liaise between groups and spread the word about what’s available.
- Encourage awareness of disabilities
- Marketing on council website and with community news letters/ social media
- By informing each household of what we can do
- funding
- The council can support such initiatives by creating a webpage on their website where social and community services/projects can be advertise. Where the council finds it difficult to reach out to certain/particular community group, then allocate funding to those organisations that can. Focus should be on those organisations with proven track records in providing great outcomes.
- Assist in promotion of Halfway Park so awareness is there and it is used by as many different user groups as is possible.
- invest properly in community development and local democracy instead of piecemeal initiatives
- Allow staff members who live in Swansea to have a certain number of hours each week where they go out to speak to community groups that already exist e.g. school council’s, walking clubs and book clubs.
- Empower the community group, give up more control, provide grant aid support and advice and guidance
- Provide support through provision of equipment; training; buildings (for meetings/storage); financial advice and guidance;
- As previously indicated this is happening from our perspective via support from the Authority’s Development & Outreach Team and Sports Development Team. One suggestion I would make for future reference is that perhaps more guidance from a legal perspective in terms of requirement / responsibilities placed on potential community groups particularly around the lease agreement would be useful.
- We need the help of skilled volunteers, so that we can assign different tasks to suitably skilled volunteers, and we, as the organizing committee need to be skilled up on how to operate the organization beyond upholding and spreading the values and visions of the spaces, with all the necessary roles and tasks in running an organization.
- Advertise widely and use it’s experience and contacts.
- Support for the Friends Of society would help I think, as would some short term investment (as per previous question). Using the Council’s channels to promote opportunities and the resources within the community may help; Councillors linking with community hubs, e.g. the rugby club to spread these kinds of messages may also be a good way to tap into pools of the community not currently engaging. Also directly linking into the relevant groups on social media for direct communication will build a feeling of community engagement and support too.
- By developing and offering legal expertise on immigration issues.
• Look for good practice and show how it is possible to achieve ideas such as this. Potentially put roadshows on to highlight this learning for communities

• They could take a re-active and pro-active role. In terms of being re-active they could provide more information and support for people/groups wanting to set up or take over a community service or asset. They could provide small grants e.g £50 to £100 to help people book a venue, organise and organise some tea coffee and catering. They could also provide the assistance on an officer an the initial meeting to help draw up an agenda, allocate roles within the group and come up with a plan of what they would like to do over the next 12 months. This offer could also provide initial advice on whether the activity is legal, safe, requires healthy and safety and/or risk assessments. From a pro-active perspective, Councillors and Officers could target people in the community who already volunteer and/or think they have the experience/skills/attitude to undertake voluntary activities in the community. Officers and Councillors could assist through mentoring, facilitating meetings and sign posting to further training and support. Secondly from a pro-active perspective, the Council could identify several specific community action opportunities and pro-actively recruit volunteers and co-ordinators to specific activities. Offer support would be needed to ensure that there is co-ordination and facilitation in the short term, but in the longer term this role could be fulfilled by someone who would like to volunteer to undertake this role. These activities may be quite small and time limited to make them attractive to people but they could make a huge difference e.g having a cup of tea and a cake with an elderly relative once a week.

• More publicity

• provide facilities

• Be clear and consistent as to what the council can and can’t do. Be much better at listening to and responding to community members and ward councillors.

• Stress service to the community is everyone’s duty.

• Additional administrative support, access to specialist services. Help with funding applications

• Plus publish an audit of all voluntary groups and activities in each ward.

• Share good news stories and success.

• Let’s face it, there will only be increases within community groups which will directly benefit from a free-for-all give away of valuable council property. And when the benefits of that donation run out, the chances are that the club/society will fold and the facility lost to the people of Swansea. The council should lead by example and make these facilities cost-neutral. Members pay a reasonable rent to provide for upkeep & maintenance of their facility, the council retains jobs and the future of the facility is safeguarded. If residents/societies don’t want a facility, then shut it down or sell it. Giving it away is not only financially foolish, but just stores up issues for later years. Look further than the next 2 years!!

• When and if I/we take over the Bowling Green etc it will be down to Me/Us

• Where practical help from officers could include getting correct message across to residents - there are those who think the council is expecting them do things themselves because the council won’t, but I see it as them having CONTROL over what gets done instead of ‘the council knows best’

• Get services in the community involved, e.g. local businesses, supported housing projects, sheltered housing, local schools, etc.

• Through Grants from Welsh Government/Westminster

• It could help join up people and services, linking up similar interests. It could negotiate better terms for groups of groups eg insurances people do not give up their time for complicated admin. Better protection and advice for people trying to stage community building events so they are not vulnerable to litigation etc.
• Keeping the community centres open by providing support - especially legal/insurance/Health and Safety Aspects.
• Sustaining training and support initially and for a further 12 months and contact periodically. Loan of equipment or donations. Transport of said equipment, transport volunteers, help with newsletters, promoting community action.

Q13. How could the Council help you to raise awareness about community action in your area?
• Media announcements ie: Local newspaper. Producing leaflets or sending out notices to ever home in the Ward. Attend public meetings arranged by Councillors.
• hold open days, knock on doors, deliver leaflets
• Flyers in our waiting area and posters on waiting room walls. Use on our website, facebook or twitter - retweets etc
• Leaflets, press, events in local halls, meet local groups, Churches, PTAs, sports clubs, etc
• By publicising any action that takes place and emphasising that without community action, the facilities / building / service will be lost.
• Provide funds to produce marketing materials
• Perhaps by strengthening the community networking that has operated but seems to have lapsed a bit. (I'm not aware of any meeting organised by Corliss Horton in our area for a long time).
• More roadshows and public Q&A's.
• Local targeted information eg posters, meetings.
• By advertising the fact that Community Councils have the authority and control and finance to make decisions without referring matters to City and County for their approval
• Through advertising in free publications ie The Mature Times, The Bay, What's On in Swansea and through flyers put through people's front doors.
• training for volunteers
• They would not understand instruction on how to raise awareness if they are told... there would always be reason not to do it.
• Why put the onus on me or other residents? We elected you to look for solutions
• Through the Community Connector!!
• Walkabouts.
• I am already over-committed to local groups which in their own way assist in keeping our community healthy and do not wish to get involved in 'community action'.
• Provide the fund and linkage the community with professional institutions
• We cover the whole of Swansea, it is apparent that there is a large lack of understanding about what the CCCs does. It needs to get onto local radio, local press and promote itself using champions within the Community. When I say Champions I mean people from Swansea who may now be famous ed Catherine Zita Jones etc. Her husband, I think he's a film star,( lol) supports the Swans!!!!
• Leaflets Emails/contact all organisations Contact people within communities to ascertain services needed
• The student population in Brymill are not interested in community action, asking the elderly residents to be involved in community action could be to taxing for them.
• By making sure future development is co-produced
• Advertise our courses on the council website and through the council's social media links
• Leaflets through doors
• Partnership events and social media.
• Media articles
• Marketing
• Inform each household in a letter drop
• website
• Allocate advertising/outreach budget to organisation or perhaps commit to carrying out advertising and promotion of grass root organisations. The council can support such initiatives by creating a webpage on their website where social and community services/projects can be advertised.
• invite the community to celebrate what is good and how it could be better (rather than finding someone to carry out services that would otherwise be lost. Understanding Asset Based Community development.
• Good news story in Evening Post. Local news ITV Wales coverage. Promotion through Sport Wales governing body. local radio outlets.
• Use local councillors in a more proactive way, as opposed to reacting to complaints
• Have area coordinators in areas across Swansea to coordinate the work of community groups.
• Digital media alone does not reach the right people. Leaflet drops, support for community magazines, work better with local small business eg newspaper shops, grocers, etc
• council representative to attend community group meetings to communicate what this is all about; use social media; learn lessons - maybe a successful community group can give feedback to potential groups on the pros and cons of running a community group
• Our primary aim is to make bowls within the Community of Pontarddulais sustainable and accessible for everyone. We are fairly well advanced down the community action road however, if the Council could promote our project further as part of it’s campaign for community action, it could help us generate more interest in the sport of bowls from the local community and beyond. This in turn would enable us to generate more income which would assist with the sustainability of our organisation going forward.
• Through the great reach of media which the council provides it could help us to get our message out there, allowing us to connect with people who share our passions and visions. Running workshops and training resources would help to empower the local community and develop a hub which becomes known for being proactive in community action.
• provide appropriate advice and financial support. encourage innovation and provide appropriate contacts and guidance
• Advertising / promotion in all its buildings, emails, Leader publication etc.
• Continue to send out regular comms to staff in order to identify any activity they might be able to support/get involved with. Provide fact sheets/idiot guides to download to ensure consistent messages are going out and make it clear that staff can use this for personal use as well as for work. Get the message out there that this is something we can all get involved with and where examples are coming through so these can be shared and learnt from.
• through Swansea Voices, The Leader and publicity on the Council website
• Roadshows and public consultation
• Door knocking, word of mouth, posts on social media, community magazines, local news papers.
• Using our website plus other sources of media
• provide funding for publicity
• I think we need the guidance etc in place before we "raise awareness" as the community needs to know what is expected and what the council’s role will be. We have an example in the ward where volunteers have got disheartened as they don’t feel that officers recognise their role and discuss plans with the community before deciding on a course of action. If the council does not keep its side of the bargain we lose credibility and people then won’t get involved the next time they are asked.
• Free publicity in all Council publications and social media sites.
• Through promotion and advertising
• Send information to each organisation identified in q12.
• Visit local groups, articles in The Leader
Q14. How could the Council help you to get people involved in running certain services in your community?

- Research areas in Wales or UK where these initiatives have been introduced. Show examples of successes. Encourage participation & how rewarding it can be. Show goodwill & support to residents & Councillors.
- As before training, mentoring etc
- Seek champions Help Council staff be community leaders too Survey and try and identify need
- By encouraging people to stand as community / town Councillors in the next local government elections.
- Provide a bank of staff to take committee positions that could be shared with other groups struggling to find people with enough time to commit on a voluntary basis. Eg 1 treasurer who would be the same person for several groups across the city but only 1 wage for the city to pay.
- I doubt if we could run more services than we already are, but our shop could be available for other people to hold e.g. group therapy sessions or support groups. It couldn't host more than maybe 10 at a time and isn't ideal, but we are most willing to see it used. Could there be some targeting promotion of that possibility e.g. via SCVS and other agencies.
- You need to suggest what services. Get people thinking. Have you heard about Priority Based Budgeting?? This would help.
- Make them aware of what is going to be closed.
- By taking advice from organisations established in this area, such as the U3A.
- advertise
- ask them
- Face to face, looking for responsible people who have time to give, finding out what the issues are, Volunteers in local council offices with info to save people going to town to get help
- Use existing groups of committed individuals such as School PTAs local church/chapel groups
- This is just getting the public to do your jobs because of spending cuts to enable £55million to go to the worthless EU and Cameron’s dream. The best thing the Council could do is give support to LEAVE the EU...as some other councils are doing already. Then get funding back up and running because there will be plenty. Stop paying the EU to allow the EU to pay us back with our money in Grants to Wales from the EU. Ha ha.
- In this current climate people generally do not want to run "certain services" in their communities. There is a missing generation of volunteers the ones that would have previously retired at 55-60. My generation are not likely to volunteer when they retire at 67! The older volunteers are retiring and there is a lack of people to replace them. There is too
much responsibility put on volunteers to run "services" the expectation to do so is unrealistic. There is no substitute for certain statutory services.

- Have a community co-ordinator.
- Help in logistics support e.g. venue and office.
- In the main, no one wants to do anything for nothing. Offer a weekend away or something tangible to a champion who for example, in the case of LASA Credit Union, enables 50 CCCS staff members to join and save for 6 months with LASA. Everything has to be incentivised these days. The caveat must also be that younger people between 18 and 35 MUST be targeted
- Inform people & organisations about specific services - flyers/leaflets etc or emails if paper needs to be reduced. Word of mouth
- I don't know as most of the residents other than students who are only in the area for 2 years at the most.
- Again by making sure development is co-produced
- Make them aware of what we have to offer so that we can then be available to work with groups of people who would benefit from higher education
- Existing groups in communities need support to attract new people
- Advocate our volunteering opportunities and the enhanced services we provide for free to victims of crime.
- By promoting those services either by sending out "flyers" to every address or throughout internet or public meetings
- Informing them of what's around and how they could be a part of it.
- Again it is about making the community aware, also some areas have no or little community activities.
- Community outreach days
- Informing them perhaps by letter
- Facilitate working groups
- that is perhaps the wrong question. It's not about getting people to run services that the council are jettisoning. It's about giving the community the lead in working out what is important. Let them set the questions and the agenda
- Promotion via social media.
- employ a team of community development workers, whose role is to develop and sustain the skills within local communities. Commit to this over a realistic period of time (3-5 years)
- Pay volunteer expenses, provide equipment and training and ensure the process is for the long haul and not one that is going to stop.
- Swansea community champions scheme - providing free training. Pay expenses through increased and continued publicity of our project and its aims and objectives.
- Helping to provide opportunities for such people to meet and get to know each other. Proactive support services which help start up groups to develop skills, experience and qualifications which give service facilitators confidence and belief in organizing and running services which are beneficial and effective to volunteers and the community as a whole.
- organise and support public meetings and dissemination of information
- Offer free training and support.
- As per previous question - particularly for my role the more I know about CAT the better able I will be to talk about the option with services as they are reviewed.
- By developing training and making it available for local people in the A-Z of running local services.
- Recruitment and information sharing events explaining why this is needed, how it can be achieved and what would happen if it's not? E.g. cutting of services further increase in CT.
For managers to recognise that this is important, to get recognition and/or a simple well done from Head of Service/Director. I understand that it is difficult to allow staff time off to undertake voluntary activities during times of austerity and budget cuts, how the Council could start a scheme where employees could opt to take a day of leave (unpaid) each month to use this time to support community activities. I know we already have an annual leave purchase scheme, but think this could be used for community activities too.

- Advertise facilities that are available to residents
- SCVS is a good service
- More media coverage and public engagement
- publicity
- We need to sit down on a ward by ward basis and look at what specific services we want to devolve and put together a plan and a toolkit for that service.
- Promote joining with other voluntary groups, Duke of E, Scouts, Guides, Church groups etc. Make it much clearer that unless more people come forward to help services will actually disappear.
- Inspiring confidence in order to run services by possibly giving access to support when needed for example overseeing maintenance and repair issues
- Direct contact with voluntary bodies in ward.
- Highlight those facilities in need of Community Action and communicate good news stories.
- No need I/We can do it ourselves
- Social media
  - Give them a bus service so they can reach the other half of the village & Improve road links, so we don't have to do all our business outside the area and rush back before 3.00 pm each day and be under siege during term times etc.
- We need a community centre like the Boys club project
- use community ambassadors and use shops
- Advertising
- Stop making it so uncertain where community action is and isn't welcome. Don't great volunteers as unpaid staff. Help people understand how they can protect themselves as cost effectively as possible rather than highlighting all the barriers then stating it is your problem or risk.
- Enlist the local charities to run groups from the centres. Encourage health and wellbeing courses/groups to use them.
- By professionals giving talks to local community organisations in the different areas. Talking to taxi companies and community transport (cheap fares/subsidised fares if able). Working with age concern and likeminded organisations and see what they can offer.

Q15. What sort of skills do you think people might need to run a community service?

- Communication skills. Finance - handling money. How to bid for grants & signpost residents & volunteers. Listen to the volunteers & action the training they feel they need not what trading WE think they need.
- organising, being able to plan, good at communicating
- Leadership, financial, architectural, project management
- Enthusiasm  Caring  A bit of leadership
- Dedication, commitment and above all, trust.
- HR accounting procurement management training
- That would depend what was proposed!
- Financial and a wish to help the local community, Public service
- Inspirational leaders, people who can facilitate and get people on-side.
- Financial management, need to be able to source grants, need training and development support, need business planning and development training.
• Varied.
• Detailed knowledge of the community service with available finance and how to control spending
• Good organisational skills, patience, kindness, to be sociable.
• caring, good listener, good vocal skills
• People empathy, non-judgemental, local contacts
• diverse but most importantly communication
• Enthusiasm, drive, computer literacy.
• Money for transport which this council won’t give.
• Thick skin, patience, dedication and training.
• Organisational and people skills.
• Project management, support function training, reporting writing...ect
• Someone with basic finance knowledge and IT knowledge and skills. Communication is the essence
• Communication skills. Perhaps literacy & IT skills - important but not vital
• They need to young enough firstly to take on the responsibility to run a service and have the necessary manager/accounting skills.
• Confidence more than anything. And the knowledge that there are places and people out there who can support them in their roles
• Leadership skills, communication skills, empathy and compassion
• organisational. People friendly supportive and encouraging knowledge of legislation e.g. health and safety enthusiasm low level financial acumen
• Excellent written and verbal communication and IT skills. Being organised and self-motivated.
• Enthusiasm for the job in hand. To accept apathy and try to overcome it
• Good communication skills, patience and kindness. Reliability and commitment. Able to work as part of a team
• wanting to support and encourage participation
• Business acumen, IT skills, finance
• Good organisation and people skills
• willingness to participate voluntarily and commitment to make things better for the community
• People need skills and qualifications in community and youth work (for example). The Council can create new jobs by engaging into community programmes that can create young people to take over certain services under a an organisation umbrella (so for instance, the terms and conditions for a new contract to a community organisation taking over the running of a community centre, can be that it must reach diversity targets of employing 25% disables, 25% BMEs, 25% LGBT and 25% young people. This positive action will about positive change in the community as well as raise awareness. It is a proven fact, that a diverse organisation and or community is more likely to succeed than others.
• There will be plenty of skills in the community - what’s important is finding them. The council may be in a position to help with skills and advice, but to start from a position that the Council has all the skill and answers is the wrong way to proceed.
• Largely management and financial skills.
• Finance, project management, committee, organising, subject knowledge
• Time on their hands, training to use equipment and motivation.
• Leadership, communication, digital skills, knowledge of health and safety, child safety, building management, Insurance and legal responsibilities. Finance - book keeping skills.
• Whilst some specific areas of expertise would clearly be of benefit (e.g. financial, legal etc) from experience the most essential elements in my opinion are a determination to succeed,
commitment from all (especially those at the forefront of the project) and the willingness to be open minded to ideas which sometimes move away from what is considered to be "the norm".

- People management skills, organizational knowledge and expertise, financial book keeping and other finance records, first aid and volunteer training skills and qualifications, communication skills to uphold values and vision and to provide guidance as it develops forwards, health & safety training, food & kitchen hygiene, community awareness of both the history of the area and its current situation.
- business and professional innovation and understanding and a willingness to learn and take appropriate advice.
- Organisation, negotiation, communication, be used to talking to people in their community.
- Financial management; asset management (e.g. facilities); identifying and recruiting the right directors/governors/trustees (depending on structure); basic legal understanding (e.g. contracts); community engagement; comms and marketing.
- planning and good organisation, legislation, recruitment of volunteers, managing money, applying for grants, health and safety, safeguarding.
- Depends on what service. The skills may already be within the community?
- People skills, listening, communication, negotiation, relationship building Legal skills, Finance skills, Running groups/committees Taking minutes/notes Writing reports/plans Health and Safety / Risk Assessment Safeguarding Enthusiasm Willingness to learn
- organisational skills
- Project and finance management. I do think that SCVS provides reasonable information and training services for community groups of all sorts Maybe more information could be collected and shared about the general problems that community groups encounter when setting up; premises, staff, finance, dealing with the public or finding out when there are relevant council and/or community meetings
- People skills head for good idea's
- all sorts of skills and plenty of spare time
- Depends on the service!!!
- A wide variety, everyone has something they can contribute.
- Finance, legal, training with regard to building maintenance and repairs e.g. Quality of work, recommended list of trusted companies
- Managing volunteers, managing finances, identifying needs, commissioning projects, evaluation of activities.
- Business skills e.g Finance, Advice on where to go for help, Third sector involvement, people engagement skills, publicity
- Most if not all of the Skills are to hand in our Community.
- Enthusiasm
- strong in arm and imaginative.
- community ambassadors, local council thought and care for the area. If you show care, residents will
- Training courses
- Negotiation skills compromise, the ability to be optimistic, social media skills
- Understanding people's fears. Patience. Respect. A soft approach
- Organisational, leadership, collaboration - networking, basic IT skills
- Social skills - people, treasury skills, secretarial skills, empathy, counselling skills, hands on, practical skills, various trade skills.

Q16. Do you have any examples of successful community run services within your ward/community that you would like to share with the Panel?
- Disabled groups, local Band, Scouts group. Gardening club.
• Hope run by one of the churches e.g. Bont Elim church also seems to have some successes to impart
• Linden Church hold play groups in summer, and a number of other events and sessions locally. Red Cafe run a project for older people in Norton Lodge. The older peoples group running out of the Linden Tree pub, set up by the community connector. Toddlers group in Norton Hall. I am sure there are a number of other small organisations that wouldn't necessarily consider themselves community action but are nonetheless providing services that benefit people in the community.
• Following the asset transfer of Graig Y Coed, the Community Council will control all the services in the ward. This includes Llanmorlais Recreation Ground, tennis courts and MUGA, Penclawdd Recreation Ground, tennis courts, bowls pavilion and bowls green, Dan Y Graig Football Field, Crofty Playground, Penclawdd Playground. All these facilities are provided for individuals / clubs within the area and the Community Council works in partnership in order to ensure as many people as possible can enjoy sport and participate in activities. Llanmorlais Community Hall is also managed by an independent committee that works tirelessly to ensure this facility is available to the community.
• The community council run the hall and field but they employ a part time clerk for administration.
• Our services at Ty Croeso have won an award for service to the community from the Community Council. though none of our activities are large, they receive strong praise from those those who come: outlet for Swansea Foodbank, outlet for Neath Port Talbot Credit Union, Welsh learners’ group; bereavement support group; Families Anonymous; book club.
• U3A
• Forge Fach actually failed so not a good example. Their Business & Financial Planning was not up to scratch.
• Those in operation in Mumbles appear to be self-sufficient and request financial support/grants from Mumbles Community Council (MCC) when needed.
• the U3A is a very good example of getting older people together as a community.
• will to do it’s good leader. Bright person not afraid of confrontation.
• Our own group has been running as a self-help support operation since November 2008. We hold monthly meetings with speakers and have a regular attendance of about 23. As we have the room free, we have little expense. We have had Awards for All money last year to pay for outings and lip reading classes.
• Think “Friends of Dunvant Park” are fairly active.
• A day social club that is run by people and for people with disabilities called First Steps Forward. It meets in Penlan Methodist Church and is self managing. An elderly ladies club that meet in Manselton Community Centre which is run by volunteers. A social group for those that have been widowed meets in The Kings Head Pub Treboeth. In South Penlan Community centre; groups include bowls, ballroom dancing, play, and Welsh speaking. Montana Community Centre has elderly social, art, jewellery making, floristry and local history groups. A litter picking and groundwork group run in Blaenymaes. Various groups such as TRACE ancestry group, and a craft group for disabled ladies that meet in Tescos community room Fforestfach.
• In fact among the member an experienced INGO who has more than ten in similar field and hopefully we managed to organise an event on 5 January talking the cohesion.
• The schools collection points we support along with Communities First as well as schools where Comm 1st do not operate are a prime example.
• We have a Swansea City Braveheart Football team for children with learning disabilities which was set up about 17 years ago by parents and the sports coordinator within Swansea Council.
• We have run many successful courses at community venues such as The Phoenix Centre in Townhill and many of the students have progressed to successfully complete the part-time humanities degree. Many have subsequently been employed as a result of their higher education qualifications.

• We currently work in partnership with the Swansea and Neath Domestic Abuse One Stop Shops. We refer into services (third sector and statutory), relevant to our service users in the Swansea region. We provide face to face support to victims of crime in Swansea Civic Centre as well as conducting home visits. We will be locating with Swansea Community Safety Partnership in April, where we hope to develop stronger links with the police and local authority services.

• U3A

• The African Community Centre and the Swansea Bay regional Advisory group provide platform to a diverse group of people to integrate into Swansea; with the former being an integral part of a consortium of 90 organisations covering the whole of Wales from South, West, East and North. Outside Swansea, the YMCA has taken over the Plasnewd community centre in Cardiff running the centre in conjunction with 2 local community organisation. One of the organisations provide arts and creative contents (that’s their expertise) and the other is an effective outreach bridge to young people in those communities.

• Tennis365

• Lots of people would like to go out and help benefit their communities, but don’t have the knowledge about insurance, permission to enter land to litter pick or even the equipment to do the job!

• Whilst we have not yet formally undertaken community asset transfer of our bowling green, we are significantly further down the road than a number of clubs and organisations who are embarking on this approach. We would be happy to provide any advice to both the Panel and/or any other community group regarding our experiences and the approach we have taken including examples of aspects which went well and also areas which we would have done differently.

• Humphrey Lane Studios and 2 Humphrey Street Community Centre are two projects in their infancy which are both committed to providing services for the local community and seek to provide a hub of creativity formed from the grounding and settling influence of an open and welcoming community centre which encourages authenticity and a sense of sanctuary in which the local community feels safe and supported as a first step, and then provides services for the creative energy which is nurtured through this space to express itself in the form of art, craft, dance, music and other forms of expression, which are given a platform across the two spaces.

• Community Centre in Clase. Although it is getting harder as the volunteers tend to be in their later years, and finding younger people to take responsibility is becoming harder and harder.

• I don’t have examples to offer but I am sure there is interest out there

• Tir Coed is an interesting where we pay a yearly amount to a Trust to maintain the area. I am currently working on updating the park in the area. Happy to share my experience of that.

• Swansea Bay Asylum Seekers Allotment project always go well and provide a valuable connection to the environment

• Quite a few run at the phoenix centre

• scouts, guides, luncheon club, dimentis club

• Dunvant Social Centre. Friends of Dunvant Park Dunvtsnt Rugby Club Dunvant and Three Crosses Football Club WI
Memorial Hall Morriston has a very strong board who work closely together to run the facility for the benefit of the community however they do rely on advice and support from Steve Collison the LA officer who is very highly thought of and is a credit to CCS
DeLa Beche Association who have raised funding to refurbish tennis courts. Parry’s Field refurbishment of play equipment led by ward Councillors.
Friends of Polly’s Park, Jersey Park Pavilion refurbishment
Community Council and Mumbles Development Trust.
Uplands market
Maintaining access to the local woodlands with hard work and litterpicking lanes and cycle tracks.
COBRA Bonymaen - Community House run by the community for the community within the building. Credit union, breakfast club, teenage club, over 50’s and advice service.

Q18. Any other comments?
As one of Mynyddbach Councillors I tried to set up a local "Friends of Park" group without success. There was support for the group although no volunteers came forward to actually run the group. Interested parties wanted Councillors to do it all!! Need to involve local churches & shop owners together with PCSO’S & housing officers from local DHO.
It is about linking people across the community rather than linking the to a statutory service. It’s about self-empowerment, and a feeling of worth. I think there is a vast amount of untapped ability in communities of all types, and it is not related to wealth or any other factor. There is also a huge level of satisfaction to be gained from providing a service, a kindness to another.
If the Council wishes to transfer assets to groups within communities it must ensure that there are sufficient funds available to 'encourage' interested parties and furthermore, it should also ensure that the transfer is done effectively and efficiently at no costs to the recipients.
I think this sort of thing would only work in the longer term and this be sustainable with input from the LA. For example a shared administrative employee and volunteers from within the community working alongside.
Make sure you don't go off half-cock. Get the ground rules right - if you don’t, people will see through the money-saving element and just get annoyed.
Your definition of "Community action" at start of questionnaire is very restricted (to the topic you are surveying).
It would have been better to find out what is important to residents and what they are willing to do to help maintain these facilities rather than this rather arrogant form of survey.
I think inquiry members should talk to the Community Connectors, Communities First staff, library managers the people that volunteer and run the community centres and people already involved in the community before making decisions. These decisions might have short term benefits in saving money but will not be beneficial in the longer term especially in the poorer communities.
We seem to be going back to the old way of doing things but it is much harder now that places like local libraries have closed and venues which people would use to come together. Unless resources as well as people are invested in, it is not going to work.
Please do not delay on making positive decisions but then implement those decisions immediately when this project has been analysed
Nothing about us without us and do it with us not for us. But please remember there will always be some people that are not able for some reason or other to use local services and will always need specialist services to maintain their mental health and wellbeing.
There are some great things going on in the local communities around Swansea and I think it is really important to build on these. As part of my role of Community Development Worker I’ve really enjoyed meeting local group leaders. I have come across cooking clubs, parents...
groups, sewing groups and many more which are all so important for fostering community spirit. One thing I have recently noticed is that there are very few public places and shops that have a community noticeboard. This I guess is a sign of the times with everything being on the internet but I really feel that community noticeboards can be a big help in fostering community spirit. Maybe this could be encouraged in shops around Swansea?

- I would welcome the opportunity to discuss our services with the panel should this require further information.

- I would be very interested to know what the outcome of this survey

- There is major change coming and things will never be the same which is a great pity!!

- To date, the support received from Officers and Members of the local authority has been tremendous. In addition to the Departments previously mentioned, we have also received significant support and advice from the Council’s Parks Service. Our local Ward Members were also particularly supportive of our project and thankfully so were the Community Action Transformation Fund Panel. Without their support we would not have been able to move forward at pace.

- We believe in finding creative opportunities and see the challenges facing local communities across the nation as well as to us personally as the opportunity to imagine new solutions which are relevant to the current circumstances and to the current needs of people and the community. Facing up to new challenges and finding solutions to them is a perpetual and essential part of the process of rebalancing and finding new harmonies of expression, which is the aim of all community led action.

- it is a big ask when seeking local people to run Council services, even so, because there are good people in all our communities, I believe it is do-able but it must be a phased, planned approach with training and support built into the funding application process in order to ensure that groups meet standards and are not set up to fail.

- I think we need a clearer definition and scope for community action and a plan of implementation. Start small and build up, rather than overwhelm or confuse with a theoretical strategy.

- There are no questions about the sustainable element. It's all very well setting groups and projects up but nothing on how to ensure continuity. We have been subject to many initiatives which have started well but had to be discontinued due to lack of funding, or volunteers. An example is 'I Love Sketty Park' initiated and funded through Communities First. There is another issue which is how any groups set up are supported by the Council. The example is the tennis courts at DeLaBeche where some of the aspects fall within the purview of Parks and others Community Buildings. How can we as a council ensure departments are joined up to support these and are viewed as helping such groups and projects rather than hindering?

- More use could be made of the local library. Free computer training, language skills etc.

- Talk to your community, care for the environment, show you care to et eople in the area to care, Neglect does not help community cohesion.

- Online services should be an option not compulsory - Imposing online as an only option, could well lead to people being suicidal - It could well be the last straw for people who have enough problems to surmount without this.

- Rather than withdrawing services, perhaps the council should consider charging for services.

- There are many people that want to get involved in their community, but don’t know how. More promotions would be good and advertising, linking in with local councillors who can campaign to enlist volunteering. Communities First can help too by producing leaflets for people to come forward. Incentives. Lunches and coffees at events are good too and facilities that provide loop for those with hearing impairment and access issues being addressed. Company - someone available to accompany someone if they are nervous of
going somewhere alone, but would like to be involved. Charities sometimes offer volunteers to accompany people to venues.