



# Community and Partnership Development Team

The Way Forward (Draft)

Appendix Two



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# Contents

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Version Control .....	2
Alternative formats .....	3
<b>Introduction</b> .....	<b>4</b>
Context: The Community Engagement Review.....	
<b>Background</b> .....	
The Strategic Vision for Monmouthshire .....	1
Monmouthshire's Well-being Objectives.....	
<b>Legislation and Adoptive Principles</b>	
The Wellbeing of Future Generations Act.....	1
Social Services and Wellbeing Act and Safeguarding.....	
The Planning (Wales) Act 2015.....	
Asset Based Community Development.....	
Collective Impact - 'Our Monmouthshire'	
<b>The Community and Partnership Development Team: Our Aims</b> .....	
<b>Why do we need a Community and Partnership Development Team?</b> .....	
<b>How will the team help us shape our future services?</b> .....	
Political Administration .....	
<b>What will the team do?</b> .....	
<b>How will the team measure their success?</b> .....	
<b>Performance Framework</b> .....	
<b>Wellbeing Objective 2:</b> <i>Maximise the potential in our communities to improve well-being for people throughout their life course</i>	
<b>Wellbeing Objective 4:</b> <i>Develop opportunities for communities and businesses to ensure a well-connected and thriving county</i>	
.....	<b>Error! Bookmark not defined.</b>
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<b>Appendix One – Current Partnership Landscape</b> .....	<b>Error! Bookmark not defined.</b>

# Version Control

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<b>Title</b>	Community and Partnership Development Team
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## Alternative formats

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We can also provide this document in Braille, large print, on tape or in electronic form. If you would like a copy in a different format please contact our Equality and Welsh Language Officer by:

Phone: 01633 644010 or 07793798920


Fax: 01633 644666


e mail: [equality@monmouthshire.gov.uk](mailto:equality@monmouthshire.gov.uk)

If you want to comment on the issues in this report, please get in touch:

 [cathfallon@monmouthshire.gov.uk](mailto:cathfallon@monmouthshire.gov.uk)

 <http://www.monmouthshire.gov.uk/communitydevelopmentoffice>

 Cath Fallon, Head of Economy and Innovation, Monmouthshire County Council,  
County Hall, Rhadyr, Usk, Monmouthshire, NP15 1GA

 01633 748316

 @MonmouthshireCC

# Introduction

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Public service delivery is changing. With an ageing population, reducing budgets and ever increasing demand, dependency upon public services is increasing when budgets are decreasing. As a local authority we need to rethink our relationship with our local communities to enable us to successfully redesign our services. We need to think longer term about how we work together to identify and co-produce the right services going forward that will help us tackle the challenges that lie ahead. This proposal for a new Community and Partnership Development Team, will change how we work with our communities and partners to help bring about social change and improve the quality of life in our county.

## Context

The Well-being of Future Generations Act and the Social Services and Well-being Act are encouraging us to look ahead and identify new ways of doing better things. As a requirement of the Act, the Public Service Board and the Authority undertook a Well-being Assessment in 2016, which provided us with an understanding of the assets, challenges and opportunities within our county. This enabled us to set well-being objectives in March 2017 that will form part of the well-being plan in 2018. This proposed strategy for a Community and Partnership Development Team aligns with the well-being objectives, enabling co-production by taking a local asset and place based approach. The new team will work bottom-up, bridging the gap by balancing community needs with Authority priorities, to ensure the county's future sustainability.

## Background – The Community Engagement Review

In October 2015, a review of community governance established the need to understand the Authority's level and type of community engagement and its direct relationship to how local needs and solutions are identified, developed and delivered in the context of the role of local decision making by Area Committees. In October 2016, there was a recognition that in light of the Future Generations Act and the Authority's evolving Future Monmouthshire programme, there was a need to extend the review to address the following objectives:

- Clarification of the strategic direction required to meet legislative requirements & enable asset and place based delivery;
- Repurposing of the Authority's Whole Place team;
- Identification of joint working opportunities internally to enable a streamlined approach;
- Assessment of new roles in the provision of impartial advice across the county's five strategic settlements;
- Understand how Section 106 and Area Committee Grants can be used strategically to address resource implications for a sustainable, place and asset based approach; and
- Reconfiguration of the community governance model to preserve the leadership role of Members and encourage wider community participation.

The review concluded that in general:

- the lack of a centralised community engagement/partnership structure was leading to missed opportunities to share and maximise resources and intelligence;
- the lack of Town/Community Council engagement was resulting in a disconnect between the Authority and Public Service Board (PSB) and a subsequent lack of knowledge of needs and priorities, extending to surrounding local communities;
- the current disconnect between the PSB, internal partners and funding opportunities was failing to address local community needs and priorities effectively and sustainably;

From a democracy perspective the following specific conclusions were drawn:

- The role of ward Members is key to community participation & engagement;
- Legislation and Cluster Areas are important to the future shape of community governance and Area Committees;
- Cluster Areas provide the opportunity to involve Community/Town Councils in strategic policy, to highlight funding opportunities and provide an opportunity to think spatially as well as locally;
- Area Committees provide a clear link between Cluster Areas and Authority decision making, with a key opportunity for communities to have a voice and participate in local democracy – In March 2017, the Authority approved the piloting of a new model in Bryn y Cwm, whereby Area Committees will be retained as the sole structure, providing a clear link between Cluster Areas and Authority decision making with a view to supporting joint working and adopting a strategic approach to coordinated funding opportunities;
- The new Community Leadership Academy, aligned to Whole Place, will be a valuable resource as it is designed to increase the participation and quality of community leadership by providing a suite of learning and development opportunities, upskilling members as well as community organisations to enable a common approach.

Finally, from a sustainability perspective the review concluded that:

- Area committee grants need to work in a more integrated manner to enable funding to be used in a smarter way to maximise impact and value;
- Section 106 contributions are well managed and underpinned by robust monitoring processes but are not focussed on outcomes or long term impacts that meet local or strategic needs;
- There is a current lack of strategic community engagement activities and data sharing resulting in missed opportunities to address medium to long term priorities;
- The current lack of promotion of Section 106 projects results in missed opportunities to encourage wider community participation to address longer term needs.

## Strengths

As with any service review the main focus is on the measures that need to be put in place to improve provision however before changes are made it is always important to reflect on the strengths of the existing offer to ensure best practice is not lost. In this particular instance there is much to be applauded:

- The Authority is renowned for being proactive in the area of place based community development, predating other drivers such as the need to deal with unprecedented cuts to government support for local authorities and the imperative for public service transformation outlined in the white paper 'Reforming Local Government: Power to Local People'. The position of the Authority at the cutting edge of this agenda has been acknowledged by Ministers and other local authorities.
- Significant local and asset based development and activities are already taking place and have made significant impacts ranging from the Whole Place Plans; local area co-ordination/ small local enterprise and placed based working addressing loneliness and isolation as well as the Rural Development bottom up approach to community capacity building;
- Skill sets within existing teams are high. There is a strong base of hard skills such as core technical and academic qualifications whilst softer people based skills are in abundance amongst a diversity of officers within many service areas;
- There is a wealth of existing resources already available to the Council that can be pooled into a community development toolkit for Council users and the wider community; and

- The county's volunteer base is high with over 63% of residents taking on volunteering activities many of whom have high skills sets, linked to the fact that over 42% of the population are educated to NVQ Level 4 and above, compared to the 35% Wales average.

### **So what problem are we trying to solve?**

As the Well-being of Future Generations Act requires co-delivery with partners, the current disconnect between the PSB, the Authority and the local community needs to be addressed, to enable this, community engagement needs to be repositioned within a more centralised role. There is also a need to address the current lack of specialist support in strategic PSB areas such as health and well-being issues, isolation, ageing well, community cohesion, etc. In addition, the current services structure provides little support for the Authority in their Cluster Area activities whilst the current lack of direct Town/Community Council engagement/liaison is leading to a further disconnect with communities and a lack of knowledge of needs and priorities.

In making its recommendations the review addressed the current challenges advocating a restructure of two service teams i.e. Whole Place and Partnerships with the additional need to bring in the Programme Lead for the Community Leadership Academy, all working together as the newly defined Community and Partnership Development Team. Strategic, working links also being made to the future role of a Community Infrastructure Levy Officer and the Community Well-Being and Enterprise Development Leads to ensure maximisation of funding resources and reduce the potential for service duplication.

This proposed way forward for a newly defined Community and Partnership Development Team demonstrates a progressive step for the Authority, providing an opportunity to work cross directorate to tackle future challenges and identify and deliver tangible outcomes to ensure the county's future sustainability. The proposed forward plan therefore has a dual purpose. Firstly, to present the findings of the Community Engagement review and proposed next steps. Secondly, to present the strategic context for the new team, clarifying their aims and objectives and identifying a performance framework to enable the team and the Authority to measure their success.

# The Strategic Vision for Monmouthshire

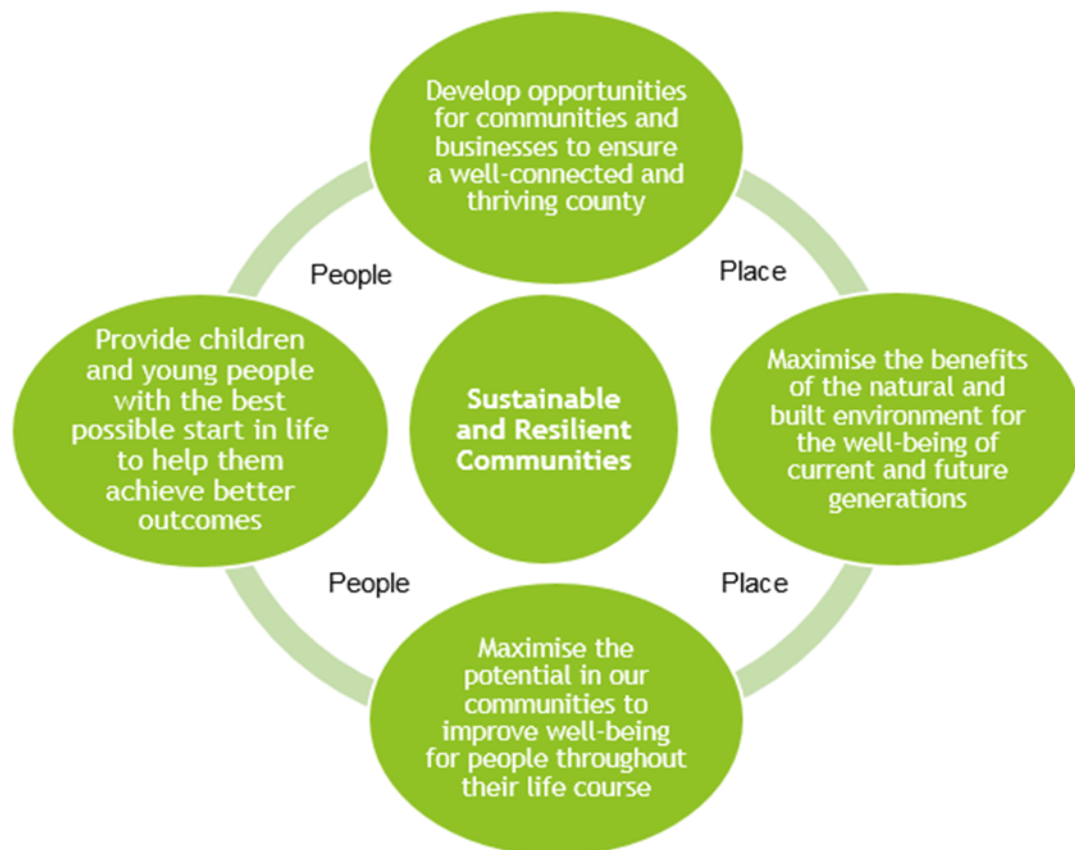
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We want to enable the building of sustainable and resilient communities that support the well-being of current and future generations.

## Strategic Context: ‘Building Sustainable and Resilient Communities’

Building sustainable and resilient communities is the unifying purpose for the diverse range of services for which the Authority is responsible, ultimately aiming to improve our place and maximise the contribution and well-being of the people in our communities – this purpose therefore provides the strategic context for the team. The Authority’s well-being objectives that will help guide the delivery of this vision/purpose are detailed in Figure One below:

Figure One: Monmouthshire’s Well-being Objectives



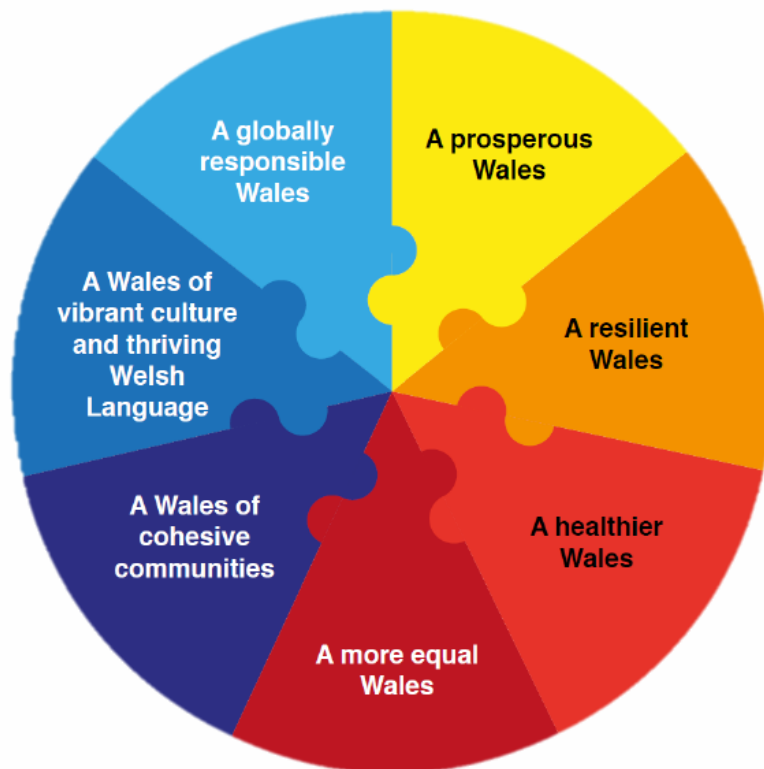
The well-being objectives are at the heart of how the Authority carries out sustainable development and improve the economic, social, environmental and cultural well-being of the county. Legislation, evidence and policy also guide our decision making, the most relevant for the Community and Partnership Development Team are detailed below:



## The Well-Being of Future Generations Act

The Future Generations Act is fundamental legislation that helps us ensure that present needs are met without compromising the needs of future generations. There are seven well-being goals that we must consider when developing new strategies for our services as illustrated in Figure Two below:

Figure Two: Seven Well-Being Goals of the Future Generations Act



We must also demonstrate that we have applied the sustainable governance principles in our decision making:

- Balancing short term needs with long term needs;
- Using an integrated approach, balancing social, economic and environmental needs;
- Involving others and taking their views into account;
- Working in collaboration with others;
- Putting resources into preventing problems.

The Act also puts a well-being duty on specified public bodies to act jointly via Public Service Boards (PSBs) to improve the economic, social, environmental and cultural well-being of their area by contributing to the achievement of the well-being goals. In addition, the Act also places a duty on certain community and town councils, whose gross income or expenditure exceeds £200,000, to take all reasonable steps towards meeting the local objectives included in the local well-being plan.

### Social Services and Well-being Act and Safeguarding

This Act came into force in April 2016 and will transform the way care and support is delivered making it a responsibility on more than just the social services department. It is about promoting people's independence to give them a stronger voice and more control and support for people of all ages, as part of families and communities, so they are less dependent on institutional services. The Act will:

- Engage with and empower citizens
- Promote independence and well-being
- Give people who receive support and their carers control over their lives and the support they receive to maximise independence.

### The Planning (Wales) Act 2015

This Act requires Local Planning Authorities to:

- Have regard to 'Local Well-being Plans' to be published by PSBs and ensure greater development and engagement at the pre-application stage to ensure local communities are able to engage early on in the planning process to influence development proposals;
- Establish Strategic Development Plans that will focus planning for areas with matters of greater than local significance. The key will be to focus on areas where development is of a strategic nature; and
- A requirement for Local Planning Authorities in Wales through the Positive Planning agenda associated with the Planning Wales Act should consider the role of community based planning such as the pilot "Place Plans". These are not statutory but need consideration within broader community engagement activity. Place Plans are still in their pilot phase with limited guidance on how they should be prepared and what they should include.

## Strategic Delivery: Public Service Board Partnerships

In order to apply strategic context to delivery, the team will be the conduit for reporting partnership activity, challenges and barriers to the PSB Programme Board operating as a bridging mechanism between partners, town and community councils and communities. This will enable the team to help shape the partnership landscape not only meeting the statutory duties of the Authority in relation to crime and disorder, ageing well, etc. but ensuring better coordination and links between the PSB Strategic Board and the wider Monmouthshire communities as a whole. The team will enable the PSB Partnerships and the community to come closer together to ensure that the Authority is adopting the five ways of working under the new Well-Being of Future Generations Act i.e. integrated, collaborative, long term, involving and preventative. Details of the current Partnership landscape can be found in Appendix One.

## Community and Partnership Programme Delivery – Our Methodology

### Asset Based Community Development

Although not a legislative requirement, Asset Based Community Development (ABCD) is an approach that the Authority wishes to adopt in its proposal for a Community Development and Partnership Team. ABCD takes a positive approach to community development and

regeneration, identifying and mobilising individual and community 'assets' rather than focussing on positives rather than deficits. The approach views communities as the co-producers of health and well-being rather than the recipients of services and therefore seeks to empower communities to control their futures and create tangible resources, constantly looking to the future for opportunities and innovation whilst challenging others to do the same.

#### Collective Impact – 'Our Monmouthshire'

Again, a methodology rather than a legislative requirement, 'Collective Impact' was developed in the USA and adapted by the Authority, the PSB, Cardiff University and *Made Open* (social networking platform for those who believe we can build a more sustainable and resilient Monmouthshire, by working together) aims to empower and mobilise communities and organisations to develop innovative partner collaborations by harnessing available resources, skills and initiatives. Branded 'Our Monmouthshire' the approach seeks to stimulate and reward the collective enterprise of people across Monmouthshire in pursuit of the common good. The approach focuses around an action guide model with four inter-connecting action processes for communities and organisations, namely:

- Get Ready – assemble a team, identify drivers/resisters of change;
- Get Started – utilise data to priorities themes, quick wins, and longer term projects to empower themselves around collaborations;
- Get Results - move projects forward, systemise new processes and best practices;
- Build a Legacy – establish an eco-system for sustained development and whole system change beyond the initial project, driven at local level.

This forward plan for the new Community and Partnership Development Team seeks to respond to the legislative requirements and strategic context whilst adopting a hybrid of the Asset and Place Based Approach and the principles of 'Our Monmouthshire' – making effective links across all areas to help bring about societal change by working in partnership.

# Community and Partnership Development Team: Our Aims

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The Aim of the proposed Community and Partnership Development Team is to work with communities and partners to help bring about social change and improve the quality of life in our county. The team will act as enablers; unlocking potential and supporting sustainability through collective impact; providing a resource and tangible link between local communities and a wide range of partners; enabling the delivery of measurable and sustainable programme of activities that will constantly look to the future. The team will see communities as co-producers rather than service recipients, they will promote existing and establish new networks that can provide caring, mutual help and empowerment, ultimately enabling communities to control their own futures.

## Why do we need a Community and Partnership Development Team?

The Public Service Board's Well-being Assessment in 2016/17 provided us with a rich understanding of the assets in Monmouthshire and the challenges and opportunities that we will need to address in the future. Key positive facts include:

- 9/10 Monmouthshire residents feel that they belong to their local area;
- 63% of Monmouthshire residents undertake volunteering activities, the highest figure in Wales demonstrating high social capital;
- Second most competitive authority in Wales - UK Competitiveness Index (Cardiff = 1st)

However there are challenges for us to address:

- The gross weekly wage for those living and working in the County is lower than the UK average with female wage earners even lower, with salary rates ranked 21 of 22 Welsh local authorities;
- Average house prices are £80,000 more than the Welsh and UK average;
- 53% of Monmouthshire adults are overweight or obese and;
- By 2035 there will be 184% more people over 85 years old; and
- Population levels of young people are set to diminish.

When taking all these factors into account it quickly becomes apparent that there is a need for us to look after our most vulnerable and to provide opportunities for our young people to ensure they have the best possible start in life, the main aim being to improve the overall well-being of our communities. Figures three to five below illustrate the population trends that are predicted:

Figure Three: Proportion of Population Aged 65+

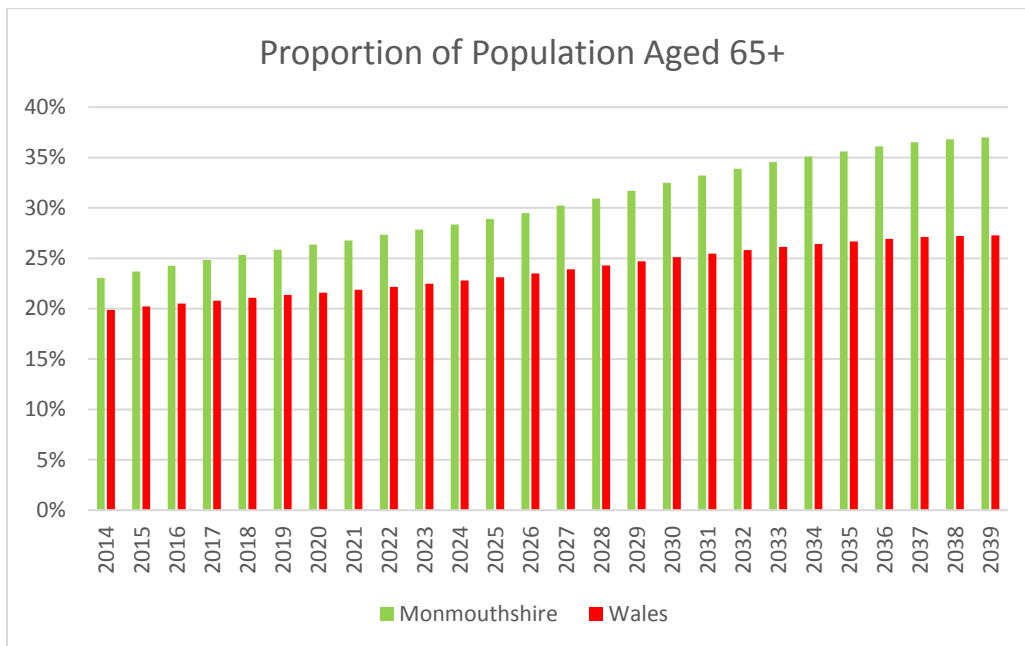


Figure Four: Proportion of Population Aged 85+

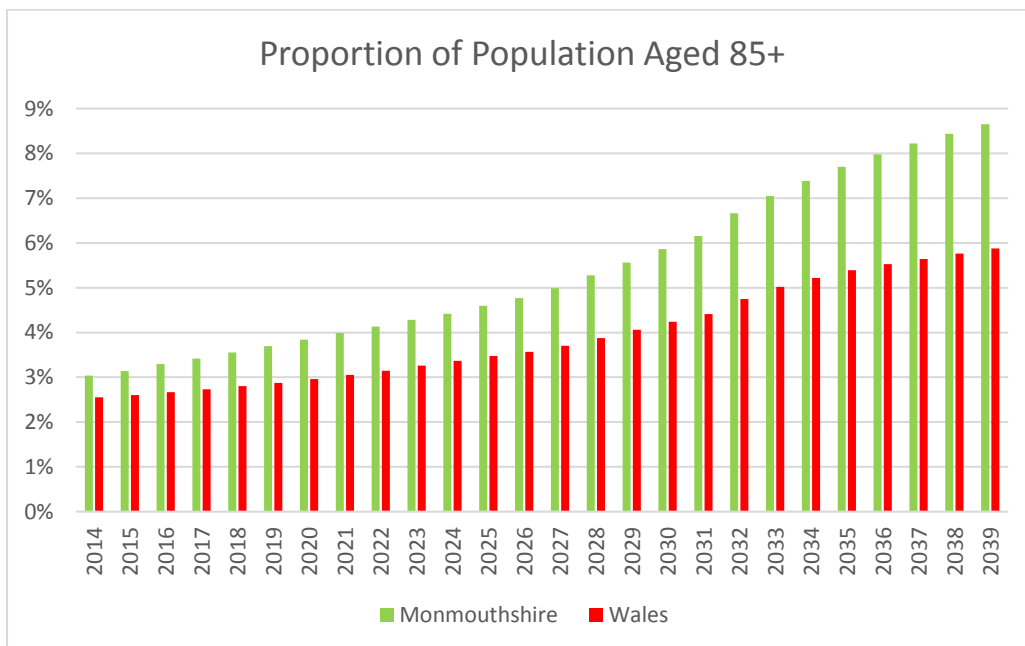
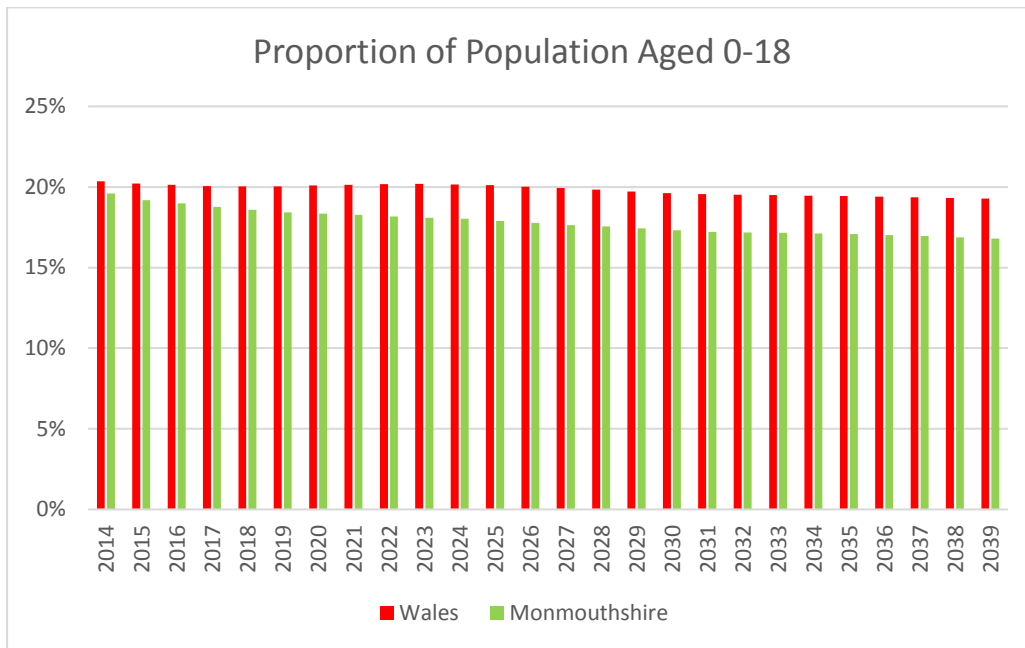


Figure Five: Proportion of Population Aged 0-18

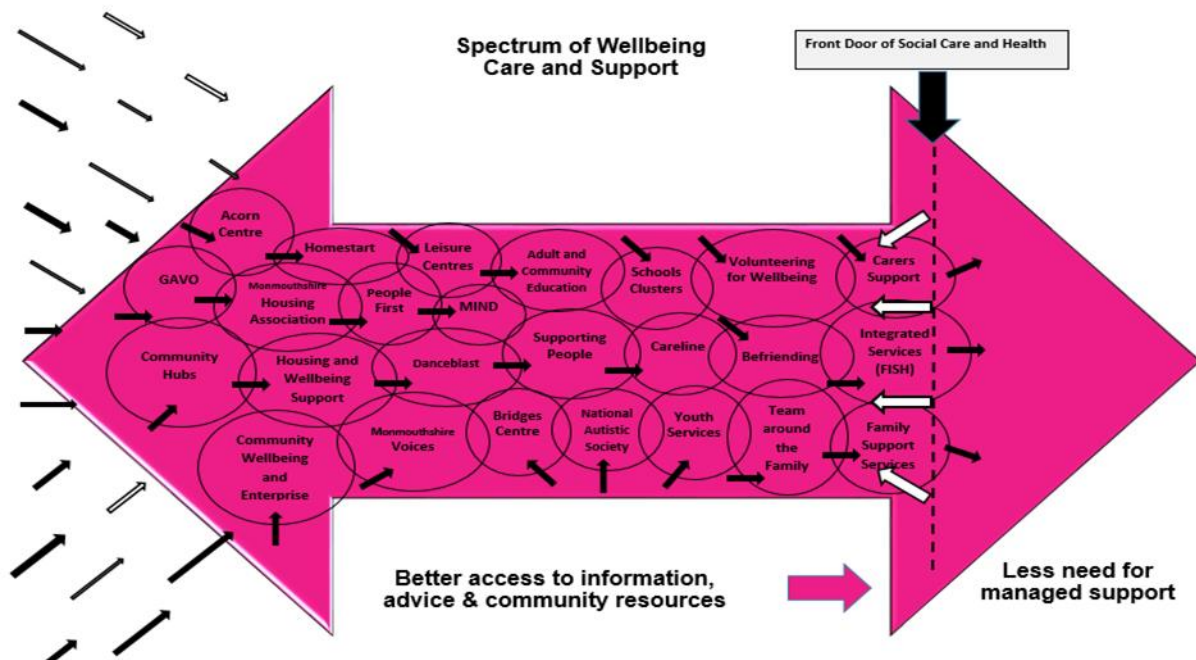


# How will the Community and Partnership Development Team help us shape our future services?

The objectives of the Community and Partnership Development Team will be to act as enablers, working with our communities and partners to enable them to realise their full potential through the identification and achievement of common goals. By taking a hybrid approach using collective, asset and place based methodologies, we will identify opportunities to improve well-being within our communities to reduce demand on the county's public services by keeping people well for longer. In addition, specific activities will target pockets of inequality between and within communities, seeking to address issues of isolation and poverty through sustainable regeneration activities.

Figure Six below illustrates a snapshot of the provision available to support people's well-being within their communities. It also shows how working with partners and communities to make best use our collective resources can help people lead better lives while reducing demand on public services with social care and health:

Figure Six: Collective Support reducing demand



The proposed activities of the Community and Partnership Development team will directly align with two of the Authority's Well-being objectives namely:

- Objective 2: Maximising the potential in our communities to improve well-being for people throughout their life course;

- Objective 4: Develop opportunities for communities and businesses to ensure a well-connected and thriving county.

### Political Administration

Following the recent elections the council is now fully Conservative-controlled. There is a new manifesto in place which sets the direction for the Authority which will continue to prioritise those services which have the greatest impact on the wellbeing of the county i.e. education, care of the vulnerable, the retention of local services and economic development.

A Cabinet team of eight has been formed which includes four new cabinet members with two new portfolios, namely Social Justice & Community Development and Governance. The Community and Partnership Development team will align with the Social Justice and Community Development portfolio which will focus on making a positive difference by supporting people affected by the cycle of poverty and protecting the most vulnerable.

Currently this new Cabinet portfolio for 'Social Justice and Community Development' is evolving however the following three priorities are being suggested:

1. Giving Children the Best Start in Life, Overcoming Barriers to Attainment and Opportunity;
2. Economic inclusion: overcoming inequalities in access to economic prosperity;
3. Social inclusion: tackling the scourge of loneliness and isolation.

The work of the new Community and Partnership Development team will align closely with the evolving Cabinet portfolio priorities, particularly those aligned with economic and social inclusion to ensure that the programme of activities is inclusive, making the positive difference that the Authority wishes to achieve across all age ranges and personal circumstances.

### **What will the team do?**

1. Establish and launch the proposed Community and Partnership Development Team – a centralised resource and 'engine room' focussed on delivering a collective approach to asset and place based community development in the County, working with communities and partners inclusively to help bring about social change and improve the quality of life in our county;
2. Provision of a programme of support against the Authority's statutory duties discharged through the Monmouthshire PSB, to enable the delivery of PSB priorities, enabling the solving of societal changes via a partnership approach, particularly in relation to Crime & disorder, VAWDASV, UNCRC, Ageing Well & Phase 3 Older Peoples Strategy, Tackling Poverty, Armed Forces Community Covenant, etc.;
3. Provision of sector specific support and on-going evaluation for targeted areas of intervention as defined by the PSB e.g. ageing well, community cohesion, young people, etc.;
4. Map and gap current service / approaches offers across the piece, working with partners who can provide evaluative support, ensuring that the impact of interventions can be effectively measured overtime (recognising some change will be generational) as well as understanding short term effectiveness and longer term opportunities;
5. Develop an asset and place based approach with communities with a view to identifying and fully realising the benefits from the physical assets (community hubs,



social care and health resource centres, primary care centres and community hospitals, RSL buildings, village halls) and social assets within the County. Activities to include;

- a. Delivery of a programme of specific community interventions designed to engage 'community connectors' and kick off the asset based mapping approach;
  - b. Delivery of a programme of targeted asset mapping exercises within specific communities of interest and geography using local assets to empower communities, strengthen networks and build trust;
  - c. Undertake a programme of evaluation and assessment to identify community themes, potential projects and sustainable funding opportunities;
6. Delivery of the Rural Development Programme funded Community Leadership Academy designed to increase the participation and quality of community leadership by providing a suite of learning and development opportunities, upskilling members as well as community organisations to enable a common approach;
  7. Progress the delivery of 'A County That Serves' – putting volunteering and contribution at the heart of citizenship in the County;
  8. Identify and support the delivery of community development priorities and place based plans, aligned to the Well-being Plan, in each of the five cluster areas i.e. Abergavenny, Monmouth, Usk, Chepstow and Caldicot, accepting that priorities will differ from area to area depending upon maturity, needs, gaps and opportunities;
  9. Provision of engagement and support for town and community councils to build trust, develop both participative and elected democracy and disseminate information with a longer term ambition to encourage effective community representation and leadership;
  10. Development of a 'virtual bank' of funding streams in conjunction with partners which maps funding streams and resources to aid community development activities;
  11. Consult regarding the strategic coordination of Area Committee Grant funding, to be distributed equally amongst the five Cluster Areas. It is proposed that funding will be allocated on an annual basis, subject to evidence of how it addresses local needs and priorities, maximises opportunities and impact e.g. use as match funding and attributes to the county's wellbeing objectives.
  12. Provision of direct support for localities likely to receive significant Section 106/Community Infrastructure Levy funding to ensure maximum outcomes and longer term community impact;
  13. Work with Rural Development Programme team to develop and implement a robust information sharing system (CRM) to increase the efficiency of information sharing and support available to meet the needs of the community and reduce duplication;
  14. Development of a programme of employer supported volunteering for the Authority;
  15. Development of a business engagement programme, working with local businesses to maximise the local social impact from their corporate social responsibility programmes;
  16. Research and development of a time banking initiative for the County in conjunction with partners; and
  17. Provision of community development/engagement support to the wider Authority at a local level e.g. planning officers, senior leadership team, etc.

## How will the team measure their success?

The development of the Community and Partnership Development Team demonstrates a progressive step for the Authority. This repurposed centralised resource and 'engine room' will put the building blocks in place to tackle our county's future challenges whilst delivering tangible outcomes to ensure the county's future sustainability.

The team will work closely with the Authority's Policy and Performance team to develop robust reporting mechanisms for all partnership and community activity to enable them to measure performance and evaluate delivery effectively. A suite of indicators will be developed that will align with the national Well-Being indicators and the forthcoming PSB indicators to measure performance against the Well-Being plan. The performance framework detailed in the tables that follow are therefore likely to evolve in line with developing priorities and associated strategies.

## PERFORMANCE FRAMEWORK

WELLBEING OBJECTIVE 2: Maximise the potential in our communities to improve well-being for people throughout their life course

Objective	Timeframe	How will we know?
Establish Team	Immediate	<ul style="list-style-type: none"> <li>• Team recruitment complete</li> </ul>
Mapping exercise	September – December 2017	<ul style="list-style-type: none"> <li>• Mapping exercise complete</li> </ul>
Develop and implement collective, asset and place based approach	September onwards	<ul style="list-style-type: none"> <li>• Programme delivery framework and templates complete</li> <li>• Programme of community engagement identified</li> <li>• Delivery of asset mapping exercises underway</li> <li>• Programme of evaluation and assessment identified</li> <li>• Funding sources identified</li> <li>• Project pipeline identified</li> <li>• No. of community-initiative projects on Made Open</li> <li>• No. of new users on Made Open</li> <li>• % of people who feel they belong to their neighbourhood</li> <li>• % of people who are members of social groups</li> <li>• % of people who regularly volunteer;</li> <li>• % of people who talk to their neighbours regularly.</li> </ul>
Delivery of the Community Leadership Academy	Immediate	<ul style="list-style-type: none"> <li>• No. of community activists accessing development</li> </ul>

		<ul style="list-style-type: none"> <li>• Satisfaction surveys</li> </ul>
Progression of 'A County that Serves' programme	Immediate	<ul style="list-style-type: none"> <li>• Increase in no. of volunteers registered;</li> <li>• % of people who say volunteer (Wales National Survey)</li> </ul>
Support delivery of place based plans	September onwards	<ul style="list-style-type: none"> <li>• No of place based plans produced</li> </ul>
Provision of support for town/community councils	Immediate	<ul style="list-style-type: none"> <li>• No. of town/community councils engaged</li> <li>• No. of town/community councilors engaging with the Community Leadership Academy</li> </ul>
Delivery and on-going evaluation of Partnerships and sector specific support activities	Immediate	<ul style="list-style-type: none"> <li>• Results of evaluation assessments undertaken</li> <li>• Partnership action plan produced</li> </ul>
Community Development and Engagement support for wider Authority	Immediate	<ul style="list-style-type: none"> <li>• No. of enquiries received</li> <li>• No. of direct interventions undertaken</li> </ul>

WELLBEING OBJECTIVE 4: Develop opportunities for communities and businesses to ensure a well-connected thriving community

Objective	Timeframe	How will we know?
Virtual Funding Bank	December onwards	<ul style="list-style-type: none"> <li>• Virtual funding bank established</li> </ul>
CRM system	Immediate	<ul style="list-style-type: none"> <li>• CRM established</li> </ul>
Provision of support for Section 106 localities	Immediate	<ul style="list-style-type: none"> <li>• No. of localities engaged with</li> <li>• No. of community projects developed</li> </ul>
Employer supported Volunteering programme	December onwards	<ul style="list-style-type: none"> <li>• Programme established</li> <li>• No. of participants</li> </ul>
Business Engagement Programme	December onwards	<ul style="list-style-type: none"> <li>• Programme established</li> <li>• No. of participants</li> </ul>
Timebanking initiative	December onwards	<ul style="list-style-type: none"> <li>• Programme established</li> <li>• No. of participants</li> </ul>

## APPENDIX ONE – CURRENT PARTNERSHIP LANDSCAPE

