

<p align="center"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p align="center"><b>CABINET</b></p> <p align="center"><b>27 MARCH 2017</b></p>	
<p align="center"><b>STRENGTHENING SUSTAINABLE COMMUNITY PARTNERSHIPS</b></p>	
<p align="center"><b>Report of the Cabinet Member for Social Inclusion: Councillor Sue Fennimore</b></p>	
<p><b>Open Report</b></p>	
<p><b>Classification - For Decision</b>  <b>Key Decision: Yes</b></p>	
<p><b>Wards Affected: All</b></p>	
<p><b>Accountable Director:</b> Kim Dero, Director of Delivery &amp; Value</p>	
<p><b>Report Author:</b> Louise Raisey,  Strategic Head of Communications &amp;  Communities</p>	<p><b>Contact Details:</b>  Tel: 020 8753 2012  E-mail: <a href="mailto:louise.raisey@lbhf.gov.uk">louise.raisey@lbhf.gov.uk</a></p>

**1. EXECUTIVE SUMMARY**

1.1. This report sets out the council’s intention to strengthen its partnerships with local community groups and third sector organisations to achieve the best outcomes for H&F residents. This approach values community engagement, volunteering and leadership while seeking new partnerships and ventures which will embolden the sector and provide incentives and opportunities for it to secure additional funding for the Borough.

**2. RECOMMENDATIONS**

2.1. That the strategic approach to strengthening community partnerships be agreed.

**3. REASONS FOR DECISION**

3.1. The council supports community-led initiatives and services and is keen to ensure that its approach helps to build a stronger and more resilient third sector where the focus is on developing new partnerships with the sector and where less time and resources are spent on administration.

3.2. Elsewhere on this agenda, this new approach is proposed for the procurement of community advice services.

## **4. BACKGROUND**

- 4.1. The council is committed to supporting the development of effective and sustainable communities. This is core to the idea of working with communities, rather than doing things to them.
- 4.2. The council views the third sector as a key community partner in improving the health and wellbeing of residents and creating a more inclusive, prosperous, and resilient borough. The objective is to strengthen this partnership and work more closely with the sector to bolster community and resident engagement and leadership on issues that matter most to residents.
- 4.3. In 2016, officers reviewed the council's relationship with the third sector and looked for ways to strengthen partnerships and community-led initiatives. Fundamental to this review was the administration's desire to change the council's relationship with third sector organisations, to shift our primary focus from the administration and monitoring of grants to more mature partnerships that build on community strengths, and joint approaches to problem-solving.

## **5. A NEW STRATEGIC APPROACH**

- 5.1. The new approach to the Third Sector will involve changes to the operation of the council's internal arrangements. This will involve the appointment of a new community engagement officer to lead this approach.
- 5.2. The third sector officers will be located within a leaner Communications & Communities team under the present Head of Communications to provide a more outward focused partnership approach to the sector.
- 5.3. This partnership approach will shift the relationship with the sector away from traditional grant monitoring systems to one where high trust professional relationships are developed with funded organisations.
- 5.4. One such approach will be the introduction of longer term contractual relationships which enable the sector to concentrate on delivering services to H&F residents and which provides the stability to lever in additional resources for the borough. This approach is the subject of a separate report on this agenda.
- 5.5. In addition to these internal changes, the new team will support the development of new initiatives and support other, existing areas of work. These include:
  - a. Developing Online Communities.

This work will seek to significantly extend and improve the use of digital platforms to engage with residents and community groups and involve them more closely in council service design.

H&F is the first borough in the U.K. to introduce 'Next Door', an address verified online neighbourhood community contact site. This has already attracted several residents to participate.

b. Crowd Funding

We shall seek to better capture local philanthropic, entrepreneurial, and charitable funding opportunities and back community interest, participation, and resilience.

The council is supporting Space Hive, which finds financial backers for local public realm environmental projects. Three resident ideas have been posted and one has already reached its funding target.

c. Adult Learning

We shall examine ways in which those engaged in local adult learning programmes may be able to volunteer and engage in assisting their neighbours or local community projects.

d. Community Management of Assets

In October 2016, Cabinet agreed to transfer, subject to Secretary of State approval, the freehold of community buildings to Urban Partnership Group to support the organisation's ability to access new income streams and build on a successful record of community-led property management and community engagement. Further such proposals will be considered, where this makes sense.

e. Establishing a new online platform for speeding up Fast Track grants allocation.

f. Developing H&F Ideas

We shall develop a new crowd-sourcing platform to enable digital engagement in service design and improvement.

g. H&F Giving

We shall establish a new philanthropic and grant-making programme in partnership with Hammersmith United Charities and Dr Edwards & Bishop King's, two well-regarded and long standing local charities. The joint venture, agreed by Cabinet in November 2016, aims to raise at least £1m in three years to support local services and activities.

## **6. CONCLUSION**

6.1. This report sets out a new approach to a more collaborative partnership with the Third Sector, which will enhance the ability of the sector to deliver services to the public and create better stability for organisations, creating better opportunities to lever additional resources into the borough.

6.2. A separate report, elsewhere on this agenda, proposes the procurement of community advice services on a 10-year contract, in line with this strategy.

## **7. EQUALITY IMPLICATIONS**

7.1. There are no equalities implications.

## **8. LEGAL IMPLICATIONS**

8.1. There are no legal implications.

8.2 *Implications verified/completed by:* Kar-Yee Chan, Acting Principal Solicitor,  
Tel: 020 8753 2772

## **9. FINANCIAL IMPLICATIONS**

9.1. The report refers to the appointment of a new community engagement officer to lead the new approach. This post will be funded from within existing staffing budgets.

9.2. *Implications verified/completed by:* Andrew Lord, Head of Strategic Planning and Monitoring, Ext 2531).

## **10. IMPLICATIONS FOR BUSINESS**

10.1. There are no business implications.

## **11. COMMERCIAL IMPLICATIONS**

11.1 There are no commercial implications.

## **12. BACKGROUND PAPERS USED IN PREPARING THIS REPORT**

None