



Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Date: Friday, 13 January 2017
:

Committee:
Environment and Services Scrutiny Committee

Date: Monday, 23 January 2017

Time: 2.00 pm

Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

You are requested to attend the above meeting.
The Agenda is attached

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Members of Environment and Services Scrutiny Committee

Vince Hunt (Chairman)

Keith Roberts (Vice Chairman)

Dean Carroll

Ted Clarke

Nigel Hartin

Roger Hughes

Christian Lea

Pamela Moseley

Vivienne Parry

Arthur Walpole

Your Committee Officer is:

Tim Ward Committee Officer

Tel: 01743 257713

Email: tim.ward@shropshire.gov.uk

AGENDA

1 Apologies for absence and substitutions

2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

3 Minutes of the meeting held on 28 November 2017 (Pages 1 - 4)

To consider the Minutes of the Environment and Services Scrutiny Committee meeting held on 28 November 2016

4 Public Question Time

To receive any public questions or petitions from the public, notice of which has been given in accordance with Procedure Rule 14. The deadline for this meeting is 5.00pm on 18 January 2017

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is 5.00pm on 18 January 2017

6 Update on the X75 Bus Service

To receive a verbal update on the X75 bus service.

7 The changing role and focus of the Community Enablement Team (Pages 5 - 18)

This report gives an update on the changing role and focus of the Community Enablement Team

8 Date/Time of next meeting

The Committee is next scheduled to meet on 6 March 2017 at 2.00pm

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Environment and
Services Scrutiny
Committee

28 November 2016

2.30 pm

Item

Public

MINUTES OF THE ENVIRONMENT AND SERVICES SCRUTINY COMMITTEE MEETING HELD ON 28 NOVEMBER 2016 2.40 - 3.56 PM

Responsible Officer: Linda Jeavons
Email: linda.jeavons@shropshire.gov.uk Tel: 01743 257716

Present

Councillor Vince Hunt (Leader)
Councillors Keith Roberts (Vice Chairman), Dean Carroll, Ted Clarke, Nigel Hartin,
Roger Hughes, Christian Lea, Pamela Moseley, Vivienne Parry and Arthur Walpole

37 Apologies for absence and substitutions

There were no apologies for absence.

38 Disclosable Pecuniary Interests

Members were reminded that they must not participate in the discussion or voting on any matter in which they had a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

39 Minutes of the meetings held on 26 September 2016 and 28 October 2016

That the Minutes of the meetings held on 26 September 2016 and 28 October 2016 be approved as a correct record and signed by the Chairman.

40 Public Question Time

There were no public questions received.

41 Member Question Time

There were no questions from Members.

42 Petition

A petition requesting the retention of the X75 bus service which runs through Ford, Wattlesborough and Halfway House was received and considered.

Councillor Roger Evans was in attendance and expressed his concerns regarding the impact on local residents should the X75 service through Shropshire cease. This service was crucial and for some was the only way to attend work, college and hospital appointments.

The Transport Commissioning Manager was in attendance and in response to comments/concerns explained that Shropshire Council had been in discussions with Powys County Council over funding proposals. An initial funding contribution from Shropshire Council towards the cost of the service had been accepted by Powys County Council and would ensure continuation of the service in its current format for the foreseeable future. In the meantime, a survey of passenger number and individual users and their respective journeys would be undertaken and further discussions between Shropshire Council and Powys County Council would be undertaken in early January.

RESOLVED:

That following the survey to assess passenger numbers and individual users and their respective journeys and the planned discussions between Shropshire Council and Powys County Council in early January a further update on the situation be reported to a future meeting of the Environment and Services Scrutiny Committee.

43 Winter Maintenance

The meeting received the report of the Highways, Transport & Environmental Commissioning Manager which summarised Shropshire Council's Winter Maintenance Service preparedness for the 2016/17 winter maintenance season. He reported that following the 2016/17 winter the policy would be reviewed and updated and would be reported back to this Committee for comment in the summer of 2017. In response to questions from Members, he provided clarification on our performance, optimisation of routes, legal and cross-border agreements, staffing, and the provision of and use of equipment and salt bins.

RESOLVED: That,

- (i) The report be noted;
- (ii) The defined gritting routes and policy for the 2016/2017 winter period season as set out in the report, be noted; and
- (iii) Following the 2016/17 winter period the Winter Maintenance Policy be reviewed and updated and considered by the Environment and Services Scrutiny Committee during the summer of 2017.

44 Waste Collection Service Update

The meeting received the report of the Waste Contracts Manager which provided an update on progress regarding changes to the waste collection service following discussions with Veolia and redesign work as part of the Shropshire Energy and Growth Solutions (SEGS) project. The Waste Contracts Manager answered

questions from the floor and provided clarification on the proposed changes and the planned promotion and timetable for the roll-out of the changes. In response to a question, he specified that the ultimate aim of the service was to increase the recycling rate which in turn would generate money/savings.

RESOLVED:

That the progress on the implementation of the new waste collection service be noted.

45 Date/Time of next meeting

RESOLVED:

That it be noted that the next meeting of the Environment and Services Scrutiny Committee will be held at 2.00 pm on Monday, 23 January 2016 in the Shrewsbury Room, Shirehall, Shrewsbury, SY2 6ND.

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Committee and Date

Environment and Services
Scrutiny Committee

23rd January 2017 2.00pm

Item

7

Public

The changing role and focus of the Community Enablement Team

Responsible Officer Kate Garner, Locality Commissioning Manager

E-mail: kate.garner@shropshire.gov.uk

Tel: 01743 252344

1. Summary

- 1.1 The Community Enablement Team (CET) provides essential support to enable Shropshire Council to deliver its current and future programmes of work, often in partnership with communities, town and parish councils and other organisations.
- 1.2 Within the team there is a strong ownership of an enterprising approach and a desire for change, to work in different ways and with different people. The team is full of experience, high levels of skills in many areas, a strong knowledge of communities and a confidence of working within the political arena. This is a unique resource that can be maximised to generate income and add value to Shropshire's priority areas of work.
- 1.3 The CET needs to balance its existing core work, described above, which is highly valued, with new externally funded commercial activity. The CET Service Plan and Business Plan describe how this will be achieved. Actions within the Plans include -
 - Aligning the priorities of the CET with Shropshire Council's high-level outcomes around Healthy People, Resilient Communities, Prosperous Economy and the Operation of the Council
 - Designing and delivering a training and development programme for the CET to develop commercialism and enterprise skills and confidence, and to build expertise in our key areas of activity
 - Reviewing the CET to develop and deliver specialist knowledge in key areas, e.g. building social action, place shaping, member support, developing the council's volunteering offer, whilst retaining place based working
 - Considering bringing other community focussed officers into the CET to extend areas of specialism and increase support for place based working

2. Recommendations

That members provide scrutiny on the report and offer further ideas for the team to consider over the next 12 months.

REPORT

3. Risk Assessment and Opportunities Appraisal

RISKS	MITIGATING ACTION
Further savings to the CET need to be made in the coming years, over and above what is set out in the current Financial Strategy	Maintain close working relationship with Finance Business Partner. Plan to generate higher levels of income than agreed savings targets.
There are unpredicted changes to the team personnel leading to a skills and knowledge gap	Avoid 'single point of failure' scenarios within the team. Ensure that all team members have equal access to training and development opportunities. Consider 'succession planning' when possible. Ensure systems are in place to share specific knowledge.
Team members unable to respond effectively to the evolution of the team due to lack of skills and knowledge or a reluctance to culture change	Development of service and business plans and training and development plan is co-produced. Team culture of regular 1:1s and team meetings remain an opportunity for concerns to be raised..

OPPORTUNITIES	MITIGATING ACTION
The Community Enablement Team has a Service Plan and a Business Plan in place, which have strong ownership from team members. The 3-year Business Plan has been considered and agreed	The plans are living documents that inform the work of all members of the team and provide a sense of shared purpose that enables success and satisfaction
Shropshire Council's Arts Officer has recently joined the CET and there is an opportunity to consider bringing other community focussed officers into the service to extend areas of specialism and increase support for place based working	This positive development should lead to communities benefitting from officers working together to share skills and knowledge in the delivery of new initiatives
The strong network of partnerships established in Shropshire and supported by the CET creates a collaborative culture. Effective community leadership, e.g. by local members creates a strong foundation for the co-design of new ways of working	As new policies and approaches to creating sustainable service solutions are created the CET is best placed, with local members, to introduce these to communities and explore the opportunities for implementing them
The CET can use its local knowledge, networks, individual skills and training to support colleagues and partners to connect with	The team must continue to build and strengthen the

communities and feel confident in building their capacity to support new ways of working	connections it makes between communities and the council and ensure that the result of this connection is mutually beneficial
In these uncertain times, the CET promotes the diversity of people living and working in Shropshire – recognising and challenging discrimination, prejudice or inequality	The positive promotion of equalities and diversity will be a key principle of the team cutting through all areas of its work.

4. Financial Implications

- 4.1 The Community Enablement Team has a controllable budget of £713,580 in 2016/17. The Financial Strategy has confirmed that the Council will continue to be the CET's primary funding source from 2017 – 2019 with £75,450 savings to be achieved in 2017/18.
- 4.2 The CET recognises the importance of becoming more entrepreneurial and generating additional income from a range of sources, and wants to be at the forefront of the council's enterprising activity.
- 4.3 In 2016/17, through the application of an entrepreneurial approach the CET has secured additional external funding of approximately £10,000. The external activity that has generated this income includes a part time secondment to a town council, completion of patient surveys for SATH, the appraisal of LEADER applications, 1:1 mentoring, Grantfinder licence fee contributions and equipment hire.
- 4.4 The majority of CET's 2017/18 funding gap will be met through the generation of additional income. The CET, therefore, views the majority of the funding gap not as a savings target but as an income generation target.

5. Background

- 5.1 The Community Enablement Team came into being as part of the creation of Shropshire Council as a unitary authority in 2009. Over the years the team has been alive to the need to evolve and flex with the council and to ensure that it was always best placed to support elected members, officers, partners and communities. Leaders of the team have ensured that it has worked hard to establish its purpose – responding to feedback it has received – and to clearly communicate this to others.
- 5.2 In early 2016 as the funding forecast for the Council worsened, it became apparent that the CET, along with other services, was vulnerable and at risk of not being able to be supported from 2017 onwards. The leadership team of the CET considered options for the future viability of the team and concluded that the route of using the resources within the team to generate additional income to offset the team's costs to the Council was the one to take. This proposal was shared with the rest of the team and it was agreed that a CET Business Plan would be created setting out the potential for income generation and the actions that needed to be taken to achieve this.
- 5.3 The CET received a great deal of support during this time of uncertainty from a range of areas including Shropshire Council members, town and parish councils and communities. Knowing that this support was present was extremely motivating and encouraged the team to think positively about how it could evolve and change in ways that would enable its valued existing work to continue and new areas of work to develop that would generate income and provide sustainability.

- 5.4. The CET Business Plan is an internal operational document and was finalised in September 2016 and this was quickly followed by the creation of the team's Service Plan and a training and development programme. All of these documents have been co-produced with members of the team who continue to be involved in their development.
- 5.5. The team has been acutely aware of the balance that needs to be struck between the continued delivery of its existing core activity and creating the capacity to deliver new, externally funded work. A thorough assessment of the team's activity has been undertaken and through this it has been established which are the areas of work that bring the greatest value to the Council and to communities. This work has become the priority for the team and is aligned to the Council's high-level outcomes as described in the Corporate Plan.
- 5.6. The CET Business Plan sets out the new areas of the activity that the team believes it is well placed to deliver and generate additional income. Small but significant pieces of work have already been delivered and these have built confidence and provided opportunities for learning. The team will build on this work incrementally in the coming years to ensure that the balance is kept between existing and new activity, whilst achieving its income generation target.
- 5.7. The CET is being extremely well supported by key officers within the council to develop the team as a whole and to successfully implement the Business Plan.

6. Current activity of the CET

- Working with communities to build social capital and enable the social action that will build resilience and reduce dependency on public services
- Facilitating partnership and local governance structures, e.g. Local Joint Committees, and acting as an action and information link between town and parish councils to secure a sustainable future for locally delivered services - supporting their redesign and transfer into community management
- Supporting Shropshire Council's elected members in their role as community leaders
- Supporting infrastructure development through Community Led Planning, the development and review of Place Plan documents and project planning for Community Infrastructure Levy and Neighbourhood Fund by town and parish Councils
- The research, design and delivery of organisational solutions and community projects for public and voluntary sector organisations and community groups
- Co-ordinating and facilitating community safety partnerships and initiatives that promote equality and tackle hate crime
- Co-ordinating the Shropshire Armed Forces Community Covenant

7. Priorities for the CET as described in its Service Plan

- 7.1 The priorities of the CET are aligned with Shropshire Council's high-level outcomes as described in the Corporate Plan. These are Healthy People, Resilient Communities, Prosperous Economy and the Operation of the Council.

Healthy People – Community Enablement Team activity

- Supporting the redesign and commissioning of locally delivered services, and supporting the redesign of services and assets into sustainable community based management town

and parish councils and Shropshire Council and other agencies, organisations and statutory bodies

- Building community resilience, social capital and social action through the local delivery of Resilient Communities and as part of Shropshire's prevention work

Resilient Communities - Community Enablement Team activity

- Building community resilience, social capital and social action through the local delivery of Resilient Communities and as part of Shropshire's prevention work
- Facilitating and supporting local governance structures, e.g. Local Joint Committees, and community based partnerships
- Supporting Shropshire Council's elected members in their role as community leaders
- Co-ordinating and facilitating community safety partnerships and initiatives that promote equality and tackle hate crime
- Developing a brokerage role between people looking for work placements, work experience and volunteer placements and providers, including Shropshire Council
- Co-ordinating the Shropshire Armed Forces Community Covenant

Prosperous Economy - Community Enablement Team activity

- Supporting community led planning, the development and review of Place Plan documents and the spend of CIL Local and Neighbourhood Fund by town and parish councils
- Developing a brokerage role between people looking for work placements, work experience and volunteer placements and providers, including Shropshire Council

Operation of the Council - Community Enablement Team activity

- To become early adopters of the Council's entrepreneurial approach through the delivery of the CET business plan and deliver the CET savings/income target in 2016/17 and 2017/18.
- Design and deliver a training and development programme for the team to develop commercialism and enterprise skills and confidence, and build expertise in our key areas of activity
- Redesign the team as described in the CET Business Plan to develop and deliver specialist knowledge in key areas, e.g. building social action, member support, place shaping, developing the council's volunteering offer, whilst retaining place based working
- Identify and follow up opportunities for generating income through activity with existing and new partners
- Continue to adopt a flexible, mobile and agile working approach that maximises the technology available to us and reduces team expenditure on accommodation and travelling

8. Examples of identified areas of new commercial activity

- Secondment of the Community Enablement Officers to partner organisations, e.g. town and parish councils
- Designing and delivering community engagement or consultations plus needs assessments and equality impact assessments
- Providing project development and management skills and expertise
- Facilitating the delivery of community led plans or Neighbourhood Plans
- Supporting economic growth initiatives by providing knowledge and extra capacity
- Co-ordination of the spend of local funds, e.g. solar farm betterment funds
- Delivery of training, facilitation of sessions, speaking at conferences
- Providing community development skills and expertise
- Working with groups to write funding applications that support their activity

- Brokerage of volunteer/ work experience placements

9. Team structure

- 9.1 The CET is currently led by the Locality Commissioning Manager (LCM) with the support of 3 Senior Community Enablement Officers (SCEOs) – her direct reports. Each SCEO line manages an area team of 4 Community Enablement Officers (CEOs). A Support Assistant supports the team with the delivery of its work.
- 9.2 The Council's Arts Officer has recently joined the CET and is line managed by the LCM.
- 9.3 One of the unique characteristics of the CET is that each officer is place based and is able to create deep, strong and productive local relationships with elected members, stakeholders and communities, as well as facilitating Local Joint Committees.

10. Development of the team

- 10.1 It is recognised that the successful delivery of the Service Plan and Business Plan is reliant on members of the CET being committed to a new way of working. The plans have been co-produced over a number of months by the team; therefore, it is in a strong position to successfully take them forward.
- 10.2 A programme of training and development activity has been put in place to support the team to move into a more commercial and enterprising mind-set and to provide the skills that will support this culture change and delivery. Co-production by the team of this programme and other developmental areas will remain a key principle of the way the team works.
- 10.3 There will also be a review of the current structure of the CET and the individual roles within the team to ensure that it is fit for its future purposes.
- 10.4 The recent move of the Arts Officer into the CET will extend the team's areas of specialism and increase resources for place based working as well as providing support for the Arts Service. Where there are opportunities for other officers working with communities to build capacity and deliver great outcomes to join the CET, these will be carefully considered.

11. Conclusions

- 11.1 The CET is a valued service but it needs to become more sustainable by generating additional and external income. The majority of the team's 2017/18 funding gap of £76,450 is considered as its target for income generation, not as a savings target.
- 11.2 Any external activity needs to be balanced with the team's existing core work. The CET Service Plan and Business Plan, both of which have been co-produced by members of the team, set out how this will be achieved.
- 11.3 A review of the team roles and responsibilities will be undertaken, along with the delivery of a training and development programme to ensure that the developing team has the skills, knowledge and aptitude that will make it a success.
- 11.4 Opportunities for bringing other community focussed officers into the CET where it can be shown that this would be beneficial, should be considered.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Shropshire Council Corporate Plan

Cabinet Member (Portfolio Holder)

Cllr Cecilia Motley, Portfolio Holder for Rural Services and Communities

Local Member

All

Appendices

CET Service Plan 2016/17

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Community Enablement Team – Service Plan 2016/17

Objectives

The CET provides essential support to a number of statutory departments to enable Shropshire Council to deliver its current and future programmes of work.

This support includes -

- Working with communities to build social capital and enable the social action that will build resilience and reduce dependency on public services.
- Facilitating partnership and local governance structures, and acting as an action and information link between town and parish councils to secure a sustainable future for locally delivered services - supporting their redesign and transfer into community management.
- Supporting Shropshire Council's elected members in their role as community leaders.
- Supporting infrastructure development through Community Led Planning, the development and review of Place Plan documents and project planning for Community Infrastructure Levy and Neighbourhood Fund by town and parish Councils.
- The research, design and delivery of organisational solutions and community projects for public and voluntary sector organisations and community groups.

Mission

The mission of the CET is the pursuit of the following principles:

- Resourceful: creative, perceptive and practical, with the ability to generate and inspire clients with the possibilities for the future.
- Adaptable: anticipating and reacting in real time to reach goals and follow through on commitments.
- Supporting: advocating and encouraging a co-operative and collaborative environment

The CET's strapline

Encouraging communities to reach their potential

Keys to Success

- Establishing a strong network of partnerships that is supported by a collaborative culture and strong community leadership.
- A multifaceted team that makes use of its local knowledge, networks and individual skills and training with a concerted approach.
- Supporting infrastructure development across the county through an inclusive process
- Promoting the diversity of people living in Shropshire – recognising and challenging any discrimination, prejudice or inequality

Shropshire Council's high-level outcomes

Healthy People, Resilient Communities, Prosperous Economy,

These high-level outcomes provide the focus of the work of the council and underpin what we are trying to achieve over the coming years. The outcomes run through all of plans of the council, from corporate level to plans to teams and the goals and targets of each member of staff.

Healthy People

The vision of the Health and Well-being Board is that we have the healthiest population in the country. This means supporting people to take responsibility to look after themselves, increasing their quality of life as well as their length of life, and reducing ill health to minimise demand and dependency on public services. In doing so we want to promote health awareness and healthier lifestyles within families. This will reduce the likelihood of them developing health problems such as diabetes, and help to detect diseases such as cancer earlier, improving the chances of successful treatment outcomes.

Healthy People lead - Kate Garner

Relevant Corporate measures that the Community Enablement Team will support

Participation in positive activities for health and well-being

- Number of library visitors
- Number of museum visitors
- Number of theatre visitors
- Number of leisure centre visitors

Impact of prevention services

- Average age of people entering into residential care paid for by the council
- Average age of people entering into residential nursing care paid for by the council
- Average length of stay of people entering into residential care paid for by the council
- Number of initial contacts to Adult Social Care referred to community-based support

Community Enablement Team objectives for Healthy People

Supporting the redesign and commissioning of locally delivered services, and supporting the redesign of services and assets into sustainable community based management. town and parish councils and Shropshire Council and other agencies, organisations and statutory bodies

Building community resilience, social capital and social action through the local delivery of Resilient Communities and as part of Shropshire's prevention work

Resilient communities

Resilient communities are self-sufficient and have the resources and capabilities to meet their collective needs and flourish. They are safe, sustainable and interdependent on each other; supporting vulnerable children and adults to remain in their communities for longer and realise their goals. Early local intervention focussed on maximising independence is central to achieving this. Public services in the future will need to come together to focus their expertise and resources, work with the Voluntary, Community and Social Enterprise Sector; enabling and supporting more people to volunteer and play an active role in their communities; and to improve lives. This will reduce the current unsustainable levels of demand and expenditure on the state.

Resilient Communities lead – Lisa Bedford
Volunteering development lead – Steve Cunningham

Relevant Corporate measures that the Community Enablement Team will support

People requesting support helped in other ways

- Number of initial contacts to Adult Social Care referred to community based support
- Number of initial contacts to COMPASS referred to universal/community services

Numbers of people involved in volunteering

- Number of people volunteering in council provided services

Local member leading their community

- Local member completes at least 1 project with their communities per year

People accessing support and help independently

- Number of hits on the Shropshire Choices website

Community Enablement Team objectives for Resilient Communities

Building community resilience, social capital and social action through the local delivery of Resilient Communities and as part of Shropshire's prevention work

Facilitating and supporting local governance structures and community based partnerships

Supporting Shropshire Council's elected members in their role as community leaders

Co-ordinating and facilitating community safety partnerships and initiatives that promote equality and tackle hate crime

Developing a brokerage role between people looking for work placements, work experience and volunteer placements and providers, including Shropshire Council

Co-ordinating the Shropshire Armed Forces Community Covenant

Prosperous economy

Economic performance in Shropshire is good but we want to make more of our economic potential. This includes land, infrastructure, connectivity and the facilities to train and educate a world class workforce. We will continue to monitor and work with schools and academies to promote high standards of provision and outcomes above the national averages and ensure that our children and young people are best placed to achieve their goals. We will work to improve our physical and digital connectivity and our skills base in liaison with the government and with partners, and to grow existing businesses and support the strong entrepreneurial base that already exists in Shropshire. We will also explore new niche industries that are right for Shropshire and Shropshire is right for them. This means higher added-value industries, exploiting supply chains, and higher paid jobs attracting young people and families.

Place Plan/CIL lead – Nicola Fisher

Volunteering development lead – Steve Cunningham

Relevant measures for the Community Enablement Team

Value of investment secured

- Value of developer contributions received

Shropshire residents' income

- Average wage
- % out of work benefits claimants by age, 18 - 24

Community Enablement Team objectives for Prosperous Economy

Supporting community led planning, the development and review of Place Plan documents and the spend of CIL Local and Neighbourhood Fund by town and parish councils

Developing a brokerage role between people looking for work placements, work experience and volunteer placements and providers, including Shropshire Council

Operation of the Council

Our focus is to be innovative and resourceful; being as efficient as we can be and identifying and pursuing opportunities to generate income which can be invested into services. We will operate in a way that promotes the best use of local resources. In doing so we will make it possible for people and communities to be less reliant on the state and find solutions and help each other, whilst protecting the vulnerable as a priority. To support this we will put in place the systems and processes and information and technology that will make it possible for people to serve themselves and allow our staff to work differently, closer to the communities and people who need our services, and freed up from office locations.

Enterprise development lead – Steve Cunningham

Relevant medium term outcomes for the Community Enablement Team

- The efficiency of the council has been improved
- New income streams have been created
- Commercial operating is increasing across the council

Community Enablement Team objectives for Operation of the Council

To become early adopters of the Council's entrepreneurial approach through the delivery of the CET business plan and deliver the CET savings/income target in 2016/17 and 2017/18.

Design and deliver a training and development programme for the team to develop commercialism and enterprise skills and confidence, and build expertise in our key areas of activity

Redesign the team as described in the CET Business Plan to develop and deliver specialist knowledge in key areas, e.g. building social action, place shaping, developing the council's volunteering offer, member support, whilst retaining place based working

Identify and follow up opportunities for generating income through activity with existing and new partners

Continue to adopt a flexible, mobile and agile working approach that maximises the technology available to us and reduces team expenditure on accommodation and travelling

Staff development

In order to successfully deliver against the teams objectives we have identified a number of training opportunities to assist with the development of the team. The training courses are directly linked to the Service and Business Plan and will enable the team to realise its potential.

Training Course Description
Any relevant and appropriate training provided internally or through The Learning Pool
Hate Crime awareness and reporting
Equality and Diversity awareness
Community engagement and facilitation practice
Consultation and engagement practice
Social media usage
Marketing and promotion