

DERBYSHIRE COUNTY COUNCIL

CABINET

16 January 2020

**Joint Report of the Executive Directors for Adult Social Care and Health
and Commissioning, Communities and Policy**

VOLUNTARY AND COMMUNITY SECTOR REVIEW

**Adult Social Care, Health and Communities, Strategic Leadership,
Culture and Tourism**

1. Purpose of the Report

To seek Cabinet approval to consult on proposals for the future funding of Voluntary and Community Sector (VCS) infrastructure providers and to outline the Council's ambition to further develop its approach to grant funding.

2. Information and Analysis

At Cabinet on 28 February 2019, the Council agreed plans to undertake a council wide review of VCS grants. It was agreed that the review would:

- Consider all grants provided by the Council to VCS organisations in Derbyshire and subsequently develop a coordinated and consistent council wide approach to allocate future resources
- Consider the support provided by the Council to VCS infrastructure organisations across Derbyshire, in collaboration with partners, and develop a new model for allocating funding moving forward which supports the Council's ambitions and priorities.

The VCS plays a crucial role in supporting communities across Derbyshire and there is an increasing need to have a consistent corporate approach to the sector. This approach will ensure that resources allocated to the VCS support the Council's ambitions and encourage the long term sustainability of the sector. The key drivers for the review are to:

- Secure improved outcomes
- Enable efficient and effective investment
- Support a fairer and more equitable allocation of funding
- Ensure taxpayers are getting value for money.

Over the past ten months, the Council has established a baseline of current grant funding approaches across the Council and undertaken work to develop a shared understanding of the VCS infrastructure landscape in Derbyshire. Proposals for the future delivery of VCS infrastructure support have also been developed and are now ready to go forward for consultation.

Engagement with partners such as the CCGs and district and borough councils has also taken place with the aim of understanding each other's organisational priorities, budgets and timescales.

On 21 November 2019, Cabinet agreed that funding for all 2019/20 grant funded organisations be extended for the first six months of 2020/21 until 30 September 2020, to ensure that organisations were not adversely affected during the review process and to maintain the security and stability of the sector. Cabinet also agreed that a separate report, outlining further details of the grants review be presented to Cabinet in January 2020.

2.1 Infrastructure VCS Support

VCS Infrastructure provider organisations offer information, support, guidance, training, funding advice for groups, promote good practice and provide a voluntary sector perspective to the statutory sector at strategic level forums.

The role and shape of public services and its relationship and demands of infrastructure providers has changed significantly over recent years. Whilst having a recognised and experienced infrastructure offer provides a crucial support role to the sector as a whole, there is an increasing need for the Council to have a consistent and equitable approach across the county. This will ensure that resources allocated to VCS infrastructure organisations support the Council's ambitions and encourage the long term sustainability of the sector moving forward.

Over the last ten months, a review of the support provided by infrastructure organisations to the voluntary and community sector has taken place with partners and the infrastructure providers themselves. A significant amount of work has been completed to understand the Council's requirements for future infrastructure provision across the county and proposals, centred around the achievement of the following high level outcomes which have been developed for consultation:

- The VCS is supported to grow and develop, enabling residents to contribute to social and cultural opportunities, which enhances their lives and the lives of others
- There are increased pathways for volunteering which provide opportunities for individuals to contribute to their community and enhances the sectors contribution across the county

- VCS organisations can be supported to contribute to the strategic priorities of the Council.

Draft infrastructure proposals, setting out the Council's future relationship and proposed delivery model with providers and the outcomes framework are attached at Appendices A and B respectively. It is recommended that there is now a 12 week period of consultation, which is required under the current Derbyshire Compact. The consultation process will commence on 24 January 2020 and will close at the end of March 2020. During this time, there will be a series of consultations with key stakeholders, partners and the sector itself.

This proposal is a new way of working with infrastructure providers across the county which could have a significant impact on the way in which providers are funded and what they will be asked to deliver moving forward. The anticipated impact of the proposal has been outlined in the attached EIA, which is attached at Appendix C. This will be reviewed and amended following consultation. It is recommended that a further report on the outcome of the consultation and final VCS infrastructure proposals be brought to Cabinet for consideration in June 2020.

Adult Care currently have 12 infrastructure support grant arrangements, whilst Policy and Research have eight grant arrangements across the county. These are set out in Appendix D. Given the likely impact of future proposals, it is recommended that the six month extension granted from April 2020 to September 2020, approved at Cabinet on 21 November 2019, be used by providers in the interim period, to support full participation in the review process, take any measures necessary to align their organisation with the new way of working and engage with the Council to embed the proposed new approach.

2.2 General Voluntary and Community Sector funding review

During the 2018/19 financial year, the Council awarded over 600 grants to VCS organisations across the county. The Council's ambition is to further develop its approach to grant funding, which will lead to a fundamental change in the way the Council currently develops, administers and monitors grants across the organisation. It is proposed that new standards for awarding grants take an outcomes based approach to ensure that future investment supports the Council's strategic priorities moving forward. It is proposed this new approach will take the form of a Grants Framework.

Of the 600 grants awarded during 2018/19, a significant number are recurring and long standing grants which have not been reviewed for some time. A review of current arrangements is therefore vital to ensure that future funding of the sector reflects the move to an outcome based approach set out above.

Further work on the development of the new outcomes based approach will be taking place over forthcoming months as part of the review process. This will include work to identify which grants are in scope and to assess whether grant funding is the most appropriate tool to deliver the required outcomes. Work on the development of grants criteria which focus on outcomes rather than inputs will also be taking place. The change of emphasis from inputs to outcomes is significant and will require a change of mind-set from the way that grants are currently distributed, monitored and reviewed.

It is recommended that a report setting out the proposals for a new Grants Framework for consultation be brought to Cabinet for consideration in March 2020.

3. Financial Considerations

The combined total funding available for infrastructure support across the county will be approximately £353,000 per year. This is a reduction of around 12% total funding, to accommodate a reduction of 30% from the Policy and Research budget taken in 2016.

4. Human Resources Considerations

The voluntary and community sector organisations currently funded by the Council as part of this report are independent of the County Council and therefore there are no human resources considerations. However, with regard to any organisation providing services to children or vulnerable adults, approval of financial support is conditional on the existence within these organisations of appropriate procedures assessing suitability to work with children or vulnerable adults.

5. Other Considerations

In preparing this report the relevance of the following factors has been considered: Legal and human rights, equality of opportunity, health, environmental, transport, property and crime and disorder considerations.

6. Background Papers

None

7. Key Decision

Yes

8. Is it required that the Call-in period be waived in respect of the decisions being proposed within this report?

No

9. Officer's Recommendations

It is recommended that Cabinet:

1. Approve proposals on the future funding of voluntary and community sector infrastructure support, for consultation for a period of 12 weeks starting on 26 January 2020.
2. Receive a further report on the outcome of the consultation and final VCS infrastructure proposals in June 2020.
3. Receive a further report on the Grants Framework for consultation in March 2020.

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Communities and Policy

**Derbyshire County Council
Voluntary and Community Sector
Infrastructure support proposal
2020-2024**

Appendix A – VCS Infrastructure support proposal

Voluntary and Community Sector Infrastructure Grants Proposal

1. Introduction

Creating empowered and self-sufficient local communities is a key priority for the Council and supporting the voluntary and community sector (VCS) to grow and thrive will be central to achieving this.

Whilst some voluntary organisations and charities are able to operate effectively without any assistance, the Council recognises that the sector includes a large number of voluntary and community groups that require varying levels of support in order to establish themselves, grow and thrive.

Local infrastructure organisations can provide the sector with a single front door to offer vital support to the VCS as and when a need arises. These organisations can also reach new, small and marginal organisations across the county, and generate invaluable feedback and intelligence about the sector. By knowing the local area and local needs, local infrastructure organisations can help the VCS to:

- attract funding
- operate good governance
- recruit and manage volunteers
- network and collaborate
- disseminate knowledge at a local level
- identify gaps and develop new activity
- influence the public sector

The Council recognises that this support is not free. To ensure a recognised and experienced provision is available, infrastructure organisations require ongoing investment to help support the communities we want to build together.

The Council is proposing a new way of working with infrastructure providers which could have a significant impact on how some providers across the county are funded by the Council and what providers are asked to deliver going forward.

This proposal set out in this document will outline the:

- Design principles for the new approach
- Outcomes framework and key performance indicators
- Delivery model and collaboration
- Funding approach
- Monitoring and review process

Appendix A – VCS Infrastructure support proposal

2. Principles

The Council wants to ensure that the VCS in Derbyshire is supported to grow and thrive. To achieve this it is proposed that the Council commits to the following principles in its approach to developing and delivering infrastructure support moving forward:

- **Valued** – Infrastructure providers play a vital role supporting the VCS to allow communities to support themselves and meet the specific needs of local people
- **Sustainable** – The Council understands that its funding approach needs to offer greater sustainability to provider organisations, which includes certainty regarding future funding commitments
- **Transparent** – It must be made clear which organisations the Council funds for infrastructure support and what outcomes have been achieved for the Council's investment
- **Local** – The VCS works best when it is local and at the heart of communities. Any provision of support needs to reflect this
- **Proportional** – What the Council requires of infrastructure organisations will be commensurate to the level of funding provided
- **Outcome driven** – Infrastructure investment will focus on outcomes rather than how support is delivered
- **Fair** – Infrastructure funding needs to be fairly distributed throughout the county to ensure that community organisations receive an equitable offer of support regardless of their location
- **Independent** – The Council recognises the independence of the voluntary and community sector.

These principles have been developed following analysis of engagement and discussions with officers at the Council, current infrastructure providers and partner organisations which identified common themes and current challenges.

3. Proposed Infrastructure Model

The proposed infrastructure approach has been developed through a series of options papers, research and learning from the work so far, engagement with infrastructure providers and sector developments with other funding partners. It is proposed the approach has the following key features:

1. The Council adopts an Outcomes Framework with agreed Key Performance Indicators, which forms the basis of a whole Council approach
2. Sector support is delivered by providers through collaboration based on district boundaries
3. A funding commitment until March 2024 through a grant award with six monthly monitoring, yearly priority setting and review after two years.

Appendix A – VCS Infrastructure support proposal

4. The Outcomes Framework

Across Derbyshire, infrastructure organisations have different organisational models to support the sector. This means the Council needs to be clear about the types of support it wants to see delivered to the sector moving forward.

The purpose of having an outcomes framework is to allow the Council to have an articulated and shared understanding of its expectations and requirements from VCS infrastructure providers. It is expected that this will also support the agreement of clear and measurable objectives.

The framework (attached at Appendix B) outlines the three main outcomes for infrastructure support. These are:

Outcome 1 - The VCS is supported to grow and develop, enabling residents to contribute to social and cultural opportunities, which enhances their lives and the lives of others

Outcome 2 - There are increased pathways to volunteering which give opportunities to individuals to contribute to their community and enhances the sectors contribution across the county

Outcome 3 - VCS organisations can be supported to contribute to the strategic priorities of the Council.

Whilst outcomes will be clearly defined at the outset of each grant arrangement, organisations will need to explain how they intend to achieve each outcome in their local area. This will mean that support can be delivered flexibly, responding to the varying requirements of the sector in each geographical area – through collaboration where necessary.

It is proposed that against each outcome there will be a number of Key Performance Indicators that infrastructure providers will be asked to report on as part of the routine monitoring process (for example – amount of funding for the sector). By working to achieve clearly defined outcomes and reporting on these outcomes, organisations will be able to demonstrate their impact much more clearly and effectively.

The Council will work with infrastructure organisations on an ongoing basis to ensure that the outcomes and KPIs requested are relevant to the sector and proportionate to the level of investment.

5. Delivery model and collaboration

The Council recognises that across the county there are different sector support organisations which operate across different geographies.

To ensure the new approach is as simple as possible, all currently funded organisations will be given the chance to participate in discussions, it is proposed that where there are multi-providers in an area, providers will be

Appendix A – VCS Infrastructure support proposal

invited to come together and collaborate on how they can deliver the outcomes framework through a non-competitive process where possible.

It is proposed that where there is more than one provider across a geography, collaborations will work most effectively across a familiar and recognised geography. It is therefore proposed that district boundaries are used as the basis to build any model, however some specialist support may have to be organised at a county level.

To participate in a collaboration or consortia arrangement the Council is clear that infrastructure providers will have to be working within the district in question and are a recognised infrastructure organisation. This means that they are accredited to a national body which would provide a level of quality assurance to monitoring officers.

The Council will work with VCS infrastructure organisations to determine how new arrangements can be established in each area, but there will be an expectation that providers will work together, build consensus and cooperation to deliver the outcomes framework jointly.

6. Grant Funding

It is proposed that the Council will continue to use grant funding to secure the provision of sector support across the county.

Grant funding will allow organisations the flexibility to provide support that is responsive to local need, whilst delivering the Council's priority outcomes. Providers will be able to deliver local activities that are tailored to the specific sector issues within their locality.

The Council believes given the overarching principles and the emergent nature of the work, grant funding would be the best tool to allow all parties to collaborate to establish an approach and allow the approach to adapt as the new model is implemented.

7. Funding Allocation

It is proposed that current grant providers across the Council (Adult Care and Policy and Research) combine their grant funding as part of the new shared approach. This will mean that providers will have one grant allocation, one point of contact at the Council and will be asked to provide one monitoring report. The purpose of this is to reduce duplication and make it as simple as possible for providers to report on their impact and achievements.

The combined total funding therefore for infrastructure support across the County will be £353,000 per year. This is a reduction of around 12% total funding, due to a reduction of 30% from the Policy and Research budget taken in 2014, topped up every year from reserves which has been recognised as

Appendix A – VCS Infrastructure support proposal

unsustainable (the top up has been included in the ‘current funding’ outlined below as this shows the real-time reduction).

It is proposed that infrastructure grant funding will be distributed throughout the county on a fair and consistent basis. This should ensure VCS organisations in each geographical area will receive an equitable offer of support, enabling the sector to grow and develop support around the needs of local communities. Under this proposal each district therefore will have an allocation of £41,500 per year to deliver the objectives outlined in the outcomes framework.

There is also a separate countywide allocation of funding for support to the BME and Rural VCS sector, both allocations have a value of £10,500 per year. For these allocations providers also have to work within the outcomes framework and deliver against the KPI’s commensurate to the amount of funding and specific challenges working across those communities of need.

The chart below shows the anticipated change in funding, outlined by district, if proposals are taken forward. Please note that the proposed funding allocations have been rounded. Please also note that both current and proposed funding have a £22,000 per year reduction which is tied to a number of current providers’ grants for befriending services. It is proposed that this support is be looked at separately with other specific befriending grants.

Area	Current Funding	Proposed Funding	Change
Amber Valley	£47,896	£41,500	£-6,396
Bolsover	£22,488	£41,500	£19,012
Chesterfield	£24,461	£41,500	£17,039
Derbyshire Dales	£50,511	£41,500	£-9,011
Erewash	£73,473	£41,500	£-31,973
High Peak	£73,808	£41,500	£-32,308
North East Derbyshire	£24,461	£41,500	£17,039
South Derbyshire	£52,262	£41,500	£-10,762
County Wide (BME and Rural)	£30,778	£21,000	£-9,778
Total	£400,138	£353,000	£-47,138

8. Monitoring

It is proposed that a corporate service level agreement for core infrastructure services be developed and used for infrastructure support. This would provide clarity of the Councils expectations of a consistent, high quality offer throughout the county. Where specialist infrastructure services are required such as activities supporting specific departmental priorities, additional elements could be included in the SLA.

Appendix A – VCS Infrastructure support proposal

Grant monitoring will take place on a six monthly basis. Infrastructure organisations will be asked to evidence their performance against the Outcomes Framework and Service Level Agreement. To ensure providers engaging with the Councils strategic aims, it is proposed that a yearly priority setting meeting will take place with providers to establish the priorities for the year ahead based on the needs of the Council and the sector at a given time.

9. Commitment and review

A key issue relating to the sustainability of the sector is the short term nature of the funding (year by year) which organisations have consistently said does not allow them to plan long term.

It is proposed that the allocation of funding across the Council for infrastructure support be committed until March 2024. This will to allow organisations to fully embed the outcomes framework and where necessary, develop new ways of working that better support the delivery of those outcomes.

A full review will be completed at years two and four to assess what has been achieved against the Council's grant funding arrangements across the county and make changes to the infrastructure support model where appropriate.

Appendix B – Outcomes Framework Infrastructure Support

Vision						
Build a sustainable, diverse and vibrant Voluntary and Community Sector across Derbyshire						
High level outcomes	Sector Support 'Derbyshire's VCS is supported to grow and develop, enabling residents to contribute to social and cultural opportunities which enhances their lives and the lives of others'		Volunteer Support 'Increased pathways to volunteering gives opportunities to individuals to contribute to their community and enhances the contribution of the sector'		Strategic Support 'VCS organisations can be supported to contribute to the strategic priorities of the Council'	
	Maintain a local presence	Build sector capacity	Volunteer Brokerage	VCS has a strong voice	Effective information and collaboration	
Accreditation Mark	NAVCA	NAVCA	VCQA	NAVCA	NAVCA	
Core Funding - whole sector support	Objectives	<ul style="list-style-type: none"> Work to maintain an effective local VCS Identify gaps in local provision Understand the needs of the local sector Support a diverse range of organisations, groups and activities Encourage a diverse range of activities across all age ranges Maintain and updating membership and local intelligence Signpost to local services where appropriate Market of the sector and its purpose 	<ul style="list-style-type: none"> Work with and develop new groups and activities Help organisations secure new and existing funding Ensure organisations can manage and plan for financial wellbeing Ensure organisations have practices and processes which are transparent and safe Support organisations to maintain a strong organisational framework and excellent standards Support non-constituted groups where necessary 	<ul style="list-style-type: none"> Promote volunteering Scope and maintain local knowledge about volunteer opportunities Support related groups to meet their volunteer needs Identify the needs of volunteers to improve provision for volunteers Build confidence and self-esteem of volunteers and potential volunteers Help residents understand the value of volunteering and the difference it makes to communities 	<ul style="list-style-type: none"> Provide a clear pathway of communication between the Council and the sector Ensure that smaller organisations have a voice Support the Council to involve the sector in key decisions which may affect them 	<ul style="list-style-type: none"> Support positive relationships between the sector to support the priorities of the Council Ensure the sector understands Council priorities Enable formal and informal networking opportunities both locally and strategically Support organisations and groups to share resources, best practice and develop initiatives
	Objectives	<ul style="list-style-type: none"> Support initiatives to tackle issues at a local level 	<ul style="list-style-type: none"> Above support to specific groups such as health and social care or BME Support grant programmes and grant funded schemes Support the formation of alternative business models such as new social enterprises 	<ul style="list-style-type: none"> Support the uptake and delivery of the DCC volunteer passport 	<ul style="list-style-type: none"> Represent the sector within strategic meetings and forums - Derbyshire Partnership Forum - Health and Wellbeing Board Support the sector to understand their impact and social value 	<ul style="list-style-type: none"> Support corporate and departmental priorities (e.g. Thriving Communities, prevention) Build a diverse marketplace of providers across the sector Support organisations understand with Council tendering, bidding and monitoring processes. Ensure that VCS services are visible in service development and delivery
Specialist Support - priority - demographic - theme - department	Objectives	<ul style="list-style-type: none"> Support initiatives to tackle issues at a local level 	<ul style="list-style-type: none"> Above support to specific groups such as health and social care or BME Support grant programmes and grant funded schemes Support the formation of alternative business models such as new social enterprises 	<ul style="list-style-type: none"> Support the uptake and delivery of the DCC volunteer passport 	<ul style="list-style-type: none"> Represent the sector within strategic meetings and forums - Derbyshire Partnership Forum - Health and Wellbeing Board Support the sector to understand their impact and social value 	<ul style="list-style-type: none"> Support corporate and departmental priorities (e.g. Thriving Communities, prevention) Build a diverse marketplace of providers across the sector Support organisations understand with Council tendering, bidding and monitoring processes. Ensure that VCS services are visible in service development and delivery
KPI's	Objectives	<ul style="list-style-type: none"> Range of activities in the community Diversity of the sector 	<ul style="list-style-type: none"> Number of groups supported Number of new entrants to the sector Survival rate of sector organisations Amount of funding for the sector 	<ul style="list-style-type: none"> Number of volunteers Number of opportunities for volunteers Number of projects supported 	<ul style="list-style-type: none"> Sector participation in consultation Variety of involvement and consultation 	<ul style="list-style-type: none"> Diversity of the marketplace Joint initiatives developed Groups sharing assets and resources
	KPI's	<ul style="list-style-type: none"> Range of activities in the community Diversity of the sector 	<ul style="list-style-type: none"> Number of groups supported Number of new entrants to the sector Survival rate of sector organisations Amount of funding for the sector 	<ul style="list-style-type: none"> Number of volunteers Number of opportunities for volunteers Number of projects supported 	<ul style="list-style-type: none"> Sector participation in consultation Variety of involvement and consultation 	<ul style="list-style-type: none"> Diversity of the marketplace Joint initiatives developed Groups sharing assets and resources

Appendix B – Outcomes Framework Infrastructure Support

Sector support

'Derbyshire's VCS is supported to grow and develop, enabling residents to contribute to social and cultural opportunities which enhances their lives and the lives of others'

Maintain a local presence

- Develop and maintain a variety of local communications including:
 - Database
 - Community directory
 - Newsletters
 - E-bulletins
 - Websites (for information sharing and collation and cascading of information)
- Provide or have access to information on a range of spaces to enable communities to share resources, meet and develop.

Building Sector Capacity

- Assist voluntary and community organisations to develop constitutions, policies, management committee roles and business planning
- Provide information via one to one, website information and e-bulletins and social media to help voluntary organisations develop their organisational structures, governance and legal structures
- Provide financial management support and training
- Support funding searches and assist with writing bids
- Organise funders workshops and surgeries
- Organise funding workshops and events.
- Deliver training to the sector
- Enable opportunities to access national available resources, for example Locality and their Lighthouse offer

Volunteer support

'Increased pathways to volunteering gives opportunities to individuals to contribute to their community and is accessible to all'

Volunteer brokerage

- Source volunteer opportunities
- Referrals to volunteer opportunities, supported as needed to ensure successful placements
- Provide volunteer management training
- Volunteer training, including supporting the delivery of and encouraging the uptake of Derbyshire Volunteer Passport Training
- Organise volunteer Coordinators Forums and web based information - regular support for all volunteer involving organisations
- Undertake or support specific volunteer projects to meet community need

Strategic Support

'VCS organisations can be supported to contribute to the strategic priorities of the Council'

VCS has a strong voice

- Represent the voluntary and community sector in partnerships, meetings and boards
- Represent the Voluntary Sector and support other voluntary sector organisations to provide accountable and informed representation at strategic and local meetings
- Facilitate information and activities to enable the voice of the sector, local groups and their members to be communicated at a strategic and local level
- Use recognised communications process to inform commissioners of policy, practise and needs of VCS and communities
- Work collaboratively with statutory organisations to consult, inform and involve wider VCS, disseminating information and collecting views from groups and their members via appropriate media including bulletins, networks and forums

Effective information and collaboration

- Provide networking opportunities for community organisations
- Liaise between the statutory sector and voluntary sector

Derbyshire County Council

Equality Impact Analysis Record Form 2018

Department	All
Service Area	Policy and Research (co-ordinating)
Title of policy/ practice/ service of function	Voluntary and Community Sector Infrastructure arrangements
Chair of Analysis Team	Robert Lowe

Stage 1. Prioritising what is being analysed

a. Why has the policy, practice, service or function been chosen?

Derbyshire County Council provides funding to a number of district based umbrella organisations to support the community and voluntary sector, enabling them to engage with the authority, access sources of funding, and to represent different communities within Derbyshire. Some of the organisation provide direct services or support to individuals across Derbyshire, often assisting local people to access services, financial help or their rights under law. Not all administrative districts currently have such an umbrella group.

The authority is under significant pressure to maximise the impact of its support to other sectors which forms an important strand to its Enterprising Council approach, and it is therefore appropriate that it review the effectiveness of current arrangements and develop appropriate arrangements for the future.

It is some years since such a review took place and the prospect for the community and voluntary sector is also challenging, so the Council needs to check that its methods for working with and supporting the sector are robust, fair and effective.

b. What is the purpose of the policy, programme, service?

Appendix C – EIA on Infrastructure Support proposal

Whilst some voluntary organisations and charities are able to operate effectively without any assistance, the Council recognises that the sector includes a number voluntary and community groups that require varying levels of support in order to establish themselves, grow and thrive.

Local infrastructure organisations provide the sector with a single front door to offer vital support to the VCS as and when needs arise. VCS infrastructure organisations provide information, support, guidance, training, funding advice for groups, promotes good practice and provide a voluntary sector perspective to the statutory sector at a strategic level. Many of the infrastructure organisations across the county also develop and deliver services.

By knowing the local area and local needs, local infrastructure organisations are best placed to help the VCS to:

- attract funding
- operate good governance
- recruit and manage volunteers
- network and collaborate
- disseminate knowledge at a local level
- identify gaps and develop new activity
- influence the public sector

A new whole Council approach will support the ongoing investment in the Voluntary and Community Sector, and be utilised to evidence how grant investment in the sector assists the Council achieve its strategic priorities as set out in the Council Plan. This will allow the VCS to be recognised as a key Council partner and help to support a thriving VCS in Derbyshire.

- c. Have any proposals been made to change, reduce or alter the policy, service or function? If so, what are these?

In order to most effectively support the development of an effective and efficient infrastructure offer, this new approach is being suggested and will be a joint approach across the Council between Policy and Research and Adult Care.

Summary of proposed model

10. The Council has an Outcomes Framework with agreed KPI's, which forms the basis of a shared approach between P&R and Adult Care

11. Sector support is delivered by providers through collaboration based on district boundaries

Appendix C – EIA on Infrastructure Support proposal

12. A commitment until March 2024 is offered through a grant award with six monthly monitoring, yearly priority setting and review after two years.

For some provider organisations this proposed approach would have a significant impact on the way that they currently work with the Council and their offer to the sector, for other providers there will be less of a change.

Organisational Model

Although it would not be appropriate for the Council to dictate the operational model of an independent organisation, the Council can be clear about the role an organisation undertakes for the sector.

It is essential that across Derbyshire the VCS has a local organisations service which supports, gives advice to, and promotes voluntary and community sector groups that make a positive contribution to communities across Derbyshire. In order to do this effectively, any sector support organisations must have a strong knowledge of their local area with direct links to the communities they serve. They should also be able to identify any gaps in provision locally and work with the sector to develop community activity in these areas.

Change - The Council is not proposing changing the operating model of any third sector organisation through this review and therefore this element of the proposal is not a change for current providers. However due to some of the changes outlined below, it may be possible that some organisations operational model will change as a result of this new proposed approach as they look to adapt their offer accordingly.

Outcomes Framework

It is proposed that the Council has an agreed Outcomes Framework for the sector, which identifies clear set of outcomes to direct future investment.

Other approached such as a fully commissioned approach were considered, but through the development of this work it was felt like this route would be too prescriptive and restrictive, and would not allow the flexibility needed to meet the outcomes at this moment in time.

The Outcomes Framework will allow the Council to have an articulated and shared understanding of its expectations and requirements from VCS infrastructure support services. It will also support the agreement of clear and measurable objectives for providers to work towards.

Against each outcome will be a number of KPIs that infrastructure organisations will be expected to report on as part of the routine monitoring process. By working to achieve clearly defined

Appendix C – EIA on Infrastructure Support proposal

outcomes and reporting on KPIs, infrastructure organisations will be able to demonstrate their impact much more clearly and effectively.

Change – This will be a proposed change for providers as the Council did not have an Outcomes Framework with KPI's before.

Delivery models

To ensure the delivery model is as simple as possible and everyone is given a chance to participate in discussions, it is recommended that where there are multi-providers in a district, providers would be invited to come together and collaborate on how they can deliver the outcomes framework. In districts where only one provider exists, they would be invited to provide the support for that area.

Change – This will be a proposed change for providers, as they were not asked to collaborate on their offer to the VCS at a district level before by the Council. Over the past number of years providers have increasingly worked together in areas to deliver projects or work on behalf of the sector but have not been asked to do that for this funding.

Procurement process

Competitive and non-competitive approaches were considered. It is recommended that, because of the desire to establish a consortia or collaborative provider approach, at this moment in time it would be most appropriate to work with the sector to build consensus and cooperation in a non-competitive process.

Change – this will not be a change for providers.

Funding

The new model also proposes a more equitable funding allocation. It has been agreed that funding allocation will work most effectively across a familiar and recognised geography. District's boundaries are used as the basis to build any model, however monies may have to be put aside for specialist support which may need to be funded at a county level.

Current funding is distributed disproportionately across the county, with some areas receiving significantly more funding than others. In order to develop a proposal which best matches the principles of the work, it is proposed that uniform funding allocation is the fairest way to distribute funding for a 'universal' style service. Any funding allocation model based on needs could be difficult to explain, develop and could be more vulnerable to change, not offering the much needed sustainability.

Appendix C – EIA on Infrastructure Support proposal

Consideration has been given to the impact this would have on organisations in the areas which will lose a high percentage of their funding envelope, however this is only a reflection of the disproportionate way that funding was allocated previously.

It is proposed that funding will be agreed and secured for until March 2024 in order to give stability to the sector and allow organisations to fully embed the outcomes framework and where necessary, develop new ways of working that better support the delivery of those outcomes. After two years, a full review will take place to assess what has been achieved against the Council's investment across the county and make changes to the delivery model where appropriate.

In order to ensure that organisations are meeting their objectives as described within the agreed service level agreement, monitoring will take place every six months. To ensure providers engaging with the Councils strategic aims, a yearly priority setting meeting will take place with the consortia to establish the priorities for the year ahead based on the needs of the Council and the sector at a given time.

Change – for some organisations this proposal will potential change the amount of money they receive from the Council considerably – some will increase funding whilst other will reduce their funding.

Funding mechanism

It is proposed that funding will be delivered through a grant with a robust conditions of grant and/or service level agreement. It is proposed that concerns arising through using a grant for this purpose can be mitigated by appropriate tools, good communications and proper monitoring. It is recommended that given the overarching principles and the emergent nature of the work, grant funding would be the best tool to allow all parties to collaborate to establish an approach and allow it to adapt as the new model is implemented.

Change – this will not be a change for providers.

Stage 2. The team carrying out the analysis

<i>Name</i>	<i>Area of expertise/ role</i>
(Chair) Rob Lowe	Policy Manager
Jodie Harrison	Policy Officer

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Cath Walker	Senior Policy Officer
Ruth Counce	Contracts Manager
Emily Marshall	Policy and Research Analyst

Stage 3. The scope of the analysis – what it covers

<p>The scope of the analysis covers the proposed model for the funding of VCS infrastructure support.</p> <p>The proposed model is subject to a 12 week period of consultation.</p>

Stage 4. Data and consultation feedback

a. Sources of data and consultation used

Source	Reason for using
Needs based funding allocations research	Explore options for allocating funding across the county based on need, using a number of indicators to build allocation model
Informal engagement with infrastructure organisations	Establish overview of current situation and identify the sectors view on issues to be addressed in the review

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Source	Reason for using
Current Funding Data	Outlines the current funding structure for VCS infrastructure
Grant monitoring information	Provides overview of current infrastructure support

Stage 5. Analysing the impact or effects

a. What does the **data** tell you?

Protected Group	Findings
Age	Monitoring and informal engagement indicates that support, advice and guidance delivered by infrastructure organisations is delivered to groups including those that work with older people and young people.
Disability	Monitoring and informal engagement indicates that support, advice and guidance delivered by infrastructure organisations is delivered to groups including those that work with people with disabilities.
Gender (Sex)	This is not known to be a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Gender reassignment	This is not known to be a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Marriage and civil partnership	This is not known to be a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Pregnancy and maternity	This is not known to be a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Race	The BME Forum is funded to provide targeted infrastructure support to BME and faith based community groups.

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Religion and belief including non-belief	The BME Forum is funded to provide targeted infrastructure support to BME and faith based community groups.
Sexual orientation	This is not known to be a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.

Non-statutory

Socio-economic	
Rural	Rural Action Derbyshire is funded to provide targeted infrastructure support for rural communities throughout Derbyshire.

- b. What does customer feedback, complaints or discussions with stakeholder groups tell you about the impact of the policy, practice, service or function on the protected characteristic groups? (if you carry out more than one stage you need to make clear which you are describing)

Protected Group	Findings
Age	Initial engagement has confirmed that infrastructure organisations are supporting groups who support old and young people.
Disability	Initial engagement has confirmed that infrastructure organisations are supporting groups who working with the disabled community.
Gender (Sex)	Initial engagement has confirmed that this is not believed to be a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Gender reassignment	Initial engagement indicates that this is not a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Marriage and civil partnership	Initial engagement indicates that this is not a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.

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Pregnancy and maternity	Initial engagement indicates that this is not a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.
Race	Initial engagement indicates that the BME Forum provides support to BME and faith based community groups. The forum is used to disseminate information to members of these communities and encourage them to engage with the Council on a number of issues.
Religion and belief including non-belief	Initial engagement indicates that the BME Forum provides support to BME and faith based community groups. The forum is used to disseminate information to members of these communities and encourage them to engage with the Council on a number of issues.
Sexual orientation	Initial engagement indicates that this is not a significant issue in relation to infrastructure support, however all groups working with members of the community from within a protected characteristic are able to access infrastructure services.

Non-statutory

Socio-economic	Initial engagement indicates that Rural Action Derbyshire provides a range of support for rural communities including socio-economic support relating to rurality.
Rural	Initial engagement indicates that Rural Action Derbyshire provides a range of support for rural communities including socio-economic support relating to rurality.

- c. Are there any other groups of people who may experience an adverse impact because of the proposals to change a policy or service who are not listed above?

In January 2018, Community Voluntary Partners, the infrastructure organisation for the voluntary community sector in Bolsover, closed leaving a gap in support for the sector. This has been filled in the short term by Bassetlaw CVS whilst work was undertaken to establish the needs of the sector and develop a plan for longer term VCS support. A long term Bolsover Infrastructure provider will be needed in the future.

- d. Gaps in data

What are your main gaps in information and understanding of the impact of your policy and services? Please indicate whether you have identified ways of filling these gaps.

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Gaps in data	Action to deal with this
It is difficult to ascertain exactly what an adequate infrastructure offer costs	<ul style="list-style-type: none">• Work will be needed through consultation and beyond to better understand how much funding is needed to deliver or ensure that expectations of what can be achieved by providers is commensurate to the funding available.• It is proposed that officers spend time speaking to other local authorities and visiting other areas to determine their approach to sector cost.

Stage 6. Ways of mitigating unlawful prohibited conduct or unwanted adverse impact, or to promote improved equality of opportunity or good relations (How can you reduce any negative impacts? These should be considered as alternative approaches or suggested changes)

The proposed model for VCS infrastructure seeks to ensure that resources allocated to the VCS in the future support the Council's ambitions and encourage the long term sustainability of the sector are key priorities. Underpinning these priorities is the need to secure improved outcomes for Derbyshire which reflect the level of investment whilst having a cost effective, coordinated and sustainable approach for the future.

Whilst these proposals are designed to strengthen the sector by creating greater transparency, clarity and security through use of the outcomes framework, longer term funding arrangements and consistent monitoring, a more equitable funding offer is also necessary. It is proposed that the funding available for voluntary sector infrastructure services be redistributed equally throughout each district/borough. This will lead to some areas experiencing a significant reduction to their current funding levels.

The consultation will seek to allow a better understanding of how this may impact on organisations and the support that they deliver to the sector. Following the consultation, measures to mitigate the potential negative impacts such as a transitional period, will be considered.

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Stage 7. Do stakeholders agree with your findings and proposed response? (For proposals once made)

Informal engagement has taken place with infrastructure organisations and there was a general consensus that the current approach is no longer fit for purpose and that greater clarity and understanding is needed on both sides to ensure that universal infrastructure support can be delivered across the county.

Provider organisations indicated that they wanted to focus more on offering a core, consistent infrastructure offer across the county. They also indicated that greater stability of funding would better allow them to plan strategically for the future, therefore strengthening their offer.

The newly developed proposal has been designed to address as many of the concerns raised by infrastructure organisations as possible.

The Council will seek formal feedback from infrastructure organisations, community and voluntary groups (infrastructure service users) and the general public during a 12 week consultation period. At each stage of the consultation, this EIA will be updated to reflect any progress and updated information/data.

Stage 8. Main conclusions and recommendations

The current EIA reflects the initial information that has been used to develop the new proposal. This proposal will be subject to a 12 week consultation period. This EIA will be updated after the consultation has been completed to reflect any relevant findings and update information where necessary. It will be updated again when the proposals are finalised and ready to be submitted for final cabinet approval.

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TO BE DEVELOPED

Stage 9. Objectives setting/ implementation (this should act as an action plan in relation to this EIA)

<i>Objective</i>	<i>Planned action</i>	<i>Who</i>	<i>When</i>	<i>How will this be monitored?</i>

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Stage 10. Monitoring and review/ mainstreaming into business plans

Please indicate whether any of your objectives have been added to service or business plans and your arrangements for monitoring and reviewing progress/ future impact?

In line with current arrangements, it is proposed that grant monitoring will take place on a six monthly basis. Organisations will be required to report on a number of KPIs as part of the monitoring process. Priorities will be set annually and the model will be reviewed at year two of the four year funding arrangement.

Stage 11. Agreeing and publishing the completed analysis

Completed analysis approved by on

Where and when published?

The proposal is currently a draft document and is subject to change following the consultation period.

Decision-making processes

Where linked to decision on proposals to change, reduce or withdraw service/ financial decisions/ large-scale staffing restructures

Attached to report (title):

Date of report:

Author of report:

Audience for report e.g. Cabinet/ date:

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Web location of report:

Outcome from report being considered

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Details of follow-up action or monitoring of actions/ decision undertaken

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Updated by:

Date:

Appendix D – Current grant payments for infrastructure

Adult Care grant payments for Infrastructure support		
Organisation Name	Brief description of what the grant is provided for/activity it supports, including the type of service	Funding 1 st April – 30 th Sept 2020
Amber Valley CVS	Provision of infrastructure support and self Help Group funding.	£10,974
Amber Valley CVS	Volunteer training, support and brokerage.	£5,286
Infrastructure support for Bolsover	No current provider – allocated funding is currently held in Adult Care Grant Budget	£3,555
Derbyshire Dales CVS	Provision of information, support, guidance, training and funding advice to new and existing local voluntary and community groups, engagement with local voluntary groups and VCS organisations to represent their views with statutory partners, and administration of a small grants programme	£10,578
Derbyshire Voluntary Action	Provision of support to health and social care voluntary and community sector groups and organisations, in particular the administration of the small grants scheme	£9,083
Erewash Voluntary Action CVS	Infrastructure support and volunteering activity, including fund for self-help groups	£30,048
High Peak CVS	Provision of generic and specialist voluntary and community sector infrastructure support to local groups, including administration of local self-help budget to support local group development	£2,062
New Mills Volunteer Centre	Provision of a range of activities for older housebound people, including the provision of volunteering	£10,882
South Derbyshire CVS	Contribution towards the provision of infrastructure support and volunteering service	£18,442
The Bureau (Volunteer Centre Glossop)	Contribution towards the provision of volunteer led activities	£9,588

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The Volunteer Centre (Chesterfield)	Elderfriends befriending project and volunteer support	£8,518
Connex Community Support (VCS Peaks and Dales)	Contribution towards the provision of volunteer led activities and befriending services	£15,118
	Total	£134,322

Policy and Research grant payments for Infrastructure support		
Organisation Name	Brief description of what the grant is provided for/activity it supports, including the type of service	Funding 1st April – 30th Sept 2020
Amber Valley CVS	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the county. This includes development, liaison, representation, providing services and strategic partnership working.	£7,689
Derbyshire Dales CVS	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the county. This includes development, liaison, representation, providing services and strategic partnership working.	£7,689
Erewash Voluntary Action CVS	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the county. This includes development, liaison, representation, providing services and strategic partnership working.	£7,689
High Peak CVS	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the county. This includes development, liaison, representation, providing services and strategic partnership working.	£7,689
Links CVS	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the	£15,378

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	county. This includes development, liaison, representation, providing services and strategic partnership working.	
South Derbyshire CVS	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the county. This includes development, liaison, representation, providing services and strategic partnership working.	£7,689
Rural Action Derbyshire	To support its core activities in developing local voluntary and community groups and strengthening the capacity of the sector as a whole within the rural areas of the county.	£7,689
BME Infrastructure	Provides a corporate approach to engagement with BME groups across the county. It supports the two BME Forums operating in the north and the south of the county and engages with hard to reach communities in developing and shaping the authority's services in a coherent way.	£7,700
	Total	£69,212