

# Voluntary & Community Sector Strategy

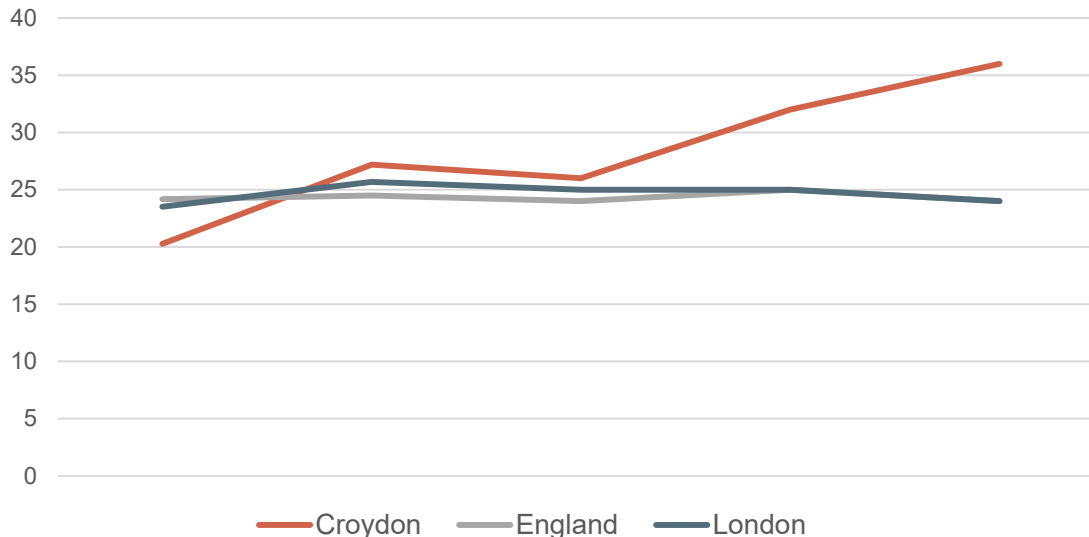
## Scrutiny and Overview Committee

**Cllr Hamida Ali**  
11 February 2019

# VCS Context

- 819 registered charities in Croydon (Charity Commission)
- Over 2,000 local organisations registered with CVA
- Third highest level of volunteering in London (2015/16)
  - 36% have done some form of volunteering during the last 12 months

% who have done any voluntary work in last 12 months  
(2008 – 2016)



# How do we work with our VCS?

## INFRASTRUCTURE BODIES

- Capacity Building
- Providing a training programme
- A specialist skills and employment service
- Building local networks
- Brokering support from other sectors
- Co-ordinating engagement activities
- Promoting equality and cohesion within communities

## COUNCIL TEAMS (Communities, Assets)

- Building capacity within the sector
- Identification of funding opportunities / bid-writing support
- Administering ward budgets and rent subsidy programmes
- Organising community events

## VCS ORGANISATIONS

- Publishing the commissioning pipeline
- Developing the commissioning policy, including commitments to social value inc. buy local
- Engaging and supporting the VCS sector and local businesses to be part of the councils supply chain
- Commissioning of & part resp. for contract management of Community fund

- Development of Local Voluntary Partnerships (LVPs) model supporting people with complex needs in a locality and the link to social prescribing
- AGE UK Croydon is an equal partner in the One Croydon Alliance providing services and VCS input into development of the models of care and commercial arrangements

## COMMISSIONING AND PROCUREMENT

## ONE CROYDON

# Why a VCS Strategy?

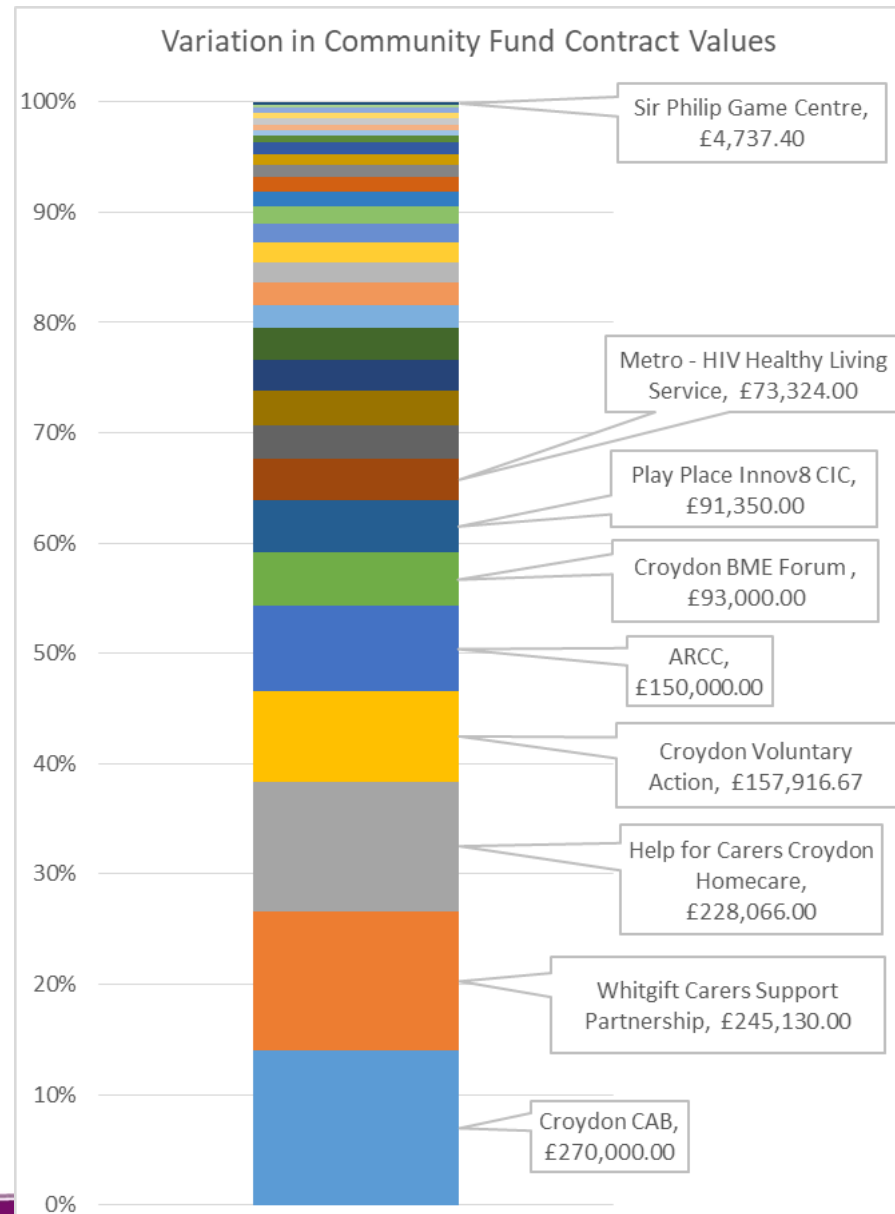
- We can't deliver our Corporate Plan without partners, including VCS
- We want to support VCS organisations to create an even stronger, fairer Croydon where residents thrive
- We are committed to fund the VCS, but financial pressures will continue
- We want to consider how we best can support the VCS

# Financial Support for Voluntary & Community Sector

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# Community Fund 2017/18

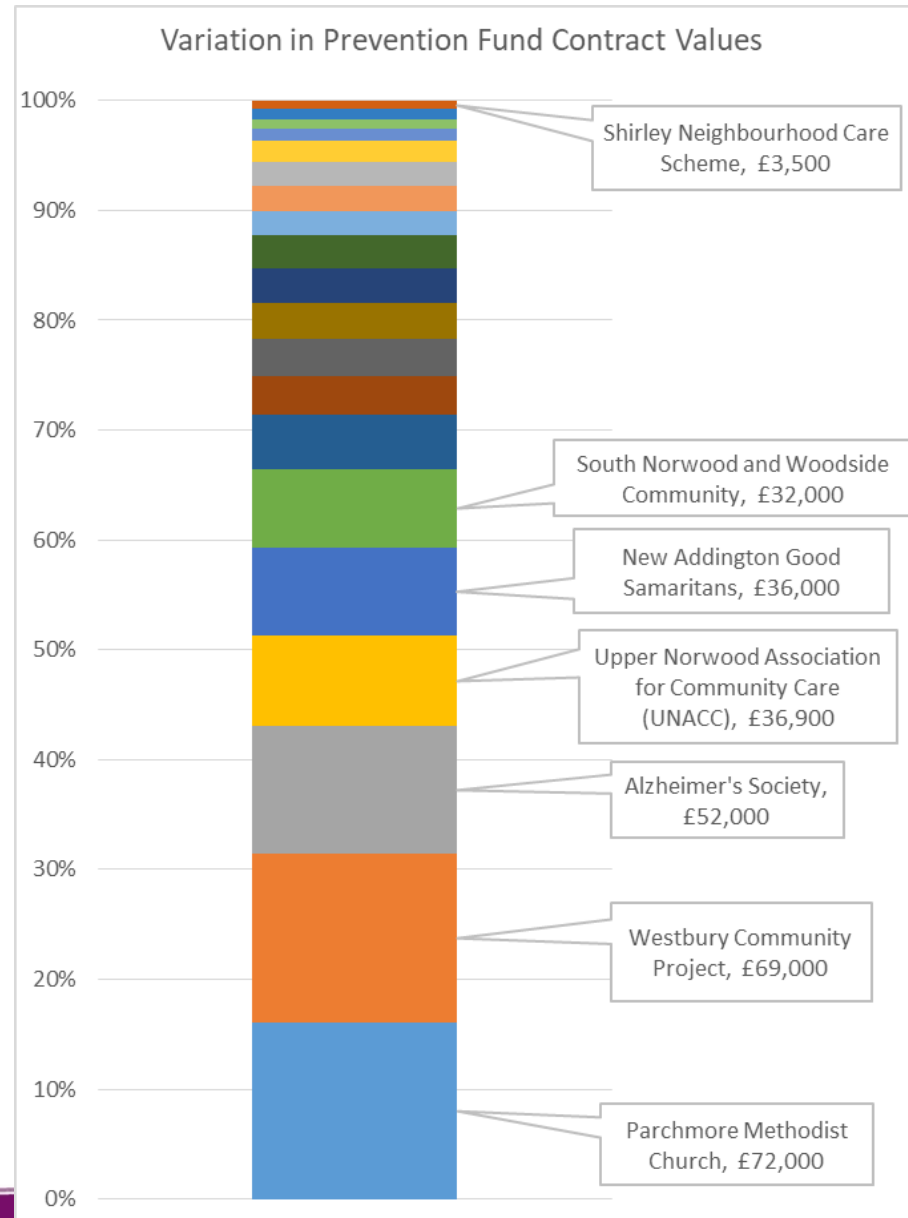
- 3-year programme of grants awarded September 2016
  - brought together different grants programmes & VCS spend, through a commissioning model
- Prevention focused and in-line with the Opportunity & Fairness Commission:
  - Vibrant, responsible and connected communities
  - Connected borough where no one is isolated
  - Supporting residents towards better times
  - Leaving no child behind
  - Finding homes for all
- **£1,935,510 to 31 VCS organisations**
  - £4.7k to £270k
  - **54% of funding to 5 organisations**



# Prevention Fund 2017/18

- Providers deliver services aimed at over 65s:
  - lunch clubs, befriending, entertainment/outings, hospital transport and shopping services for over 65's
- In scope for the One Croydon Alliance
- **£449,750 to 21 VCS organisations**
  - £1.4k to £72k
  - **Nearly 60% of funding to 5 organisations**

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# Some other financial contributions

- **Community Small Grants** (up to £5k per grant, £100k total per annum)
- **Subsidy and rate relief**
  - £247k rental subsidy grant to 18 VCS organisations; 51 get premises rent free
  - £156k discretionary rate relief to 48 VCS organisations in respect of 117 properties.
    - Mostly low value, but nearly 50% is paid to 6 organisations
    - Budget does not permit new applications for relief
- **Community Ward grants** (£560k pa)
- **Partner funding** (e.g. CCG spend of £4.7m)
  - PICS= £888,669
  - Local Voluntary Partnerships = £329,000
- A significant number of contracts across the council were successfully bid for and are delivered by VCS orgs. These providers are part of the council's supply chain
- Additional investment (sometimes one-off funding) for the VCS, which follows a different commissioning process (e.g. £250k youth funding)



# Survey Findings

## What the VCS told us



# Top Opportunities and Threats

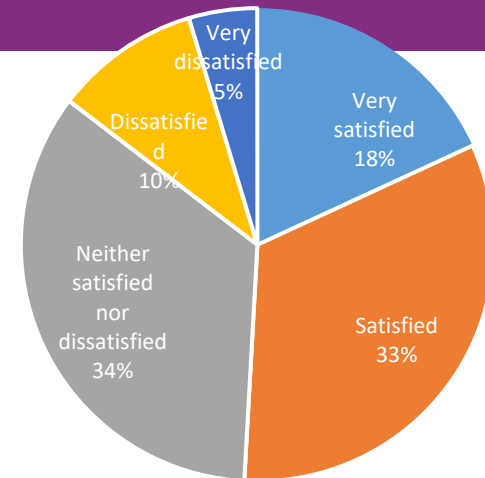
## Top opportunities

- Collaboration within the VCS
- Involving community/service users
- Developing/expanding services
- Funding opportunities
- Work within the Council
- Council/CCG commissioning/LVP
- Premises
- Entrepreneurship
- Employment and skills work
- Early intervention/prevention work

## Top Threats

- Funding
- Volunteers
- Meeting rising demand
- Premises
- Engagement
- Staffing recruitment/retention
- Communication
- Partnership development
- Government policy/legislation
- Income generation
- Management capacity/org's support needs

# Support Accessed

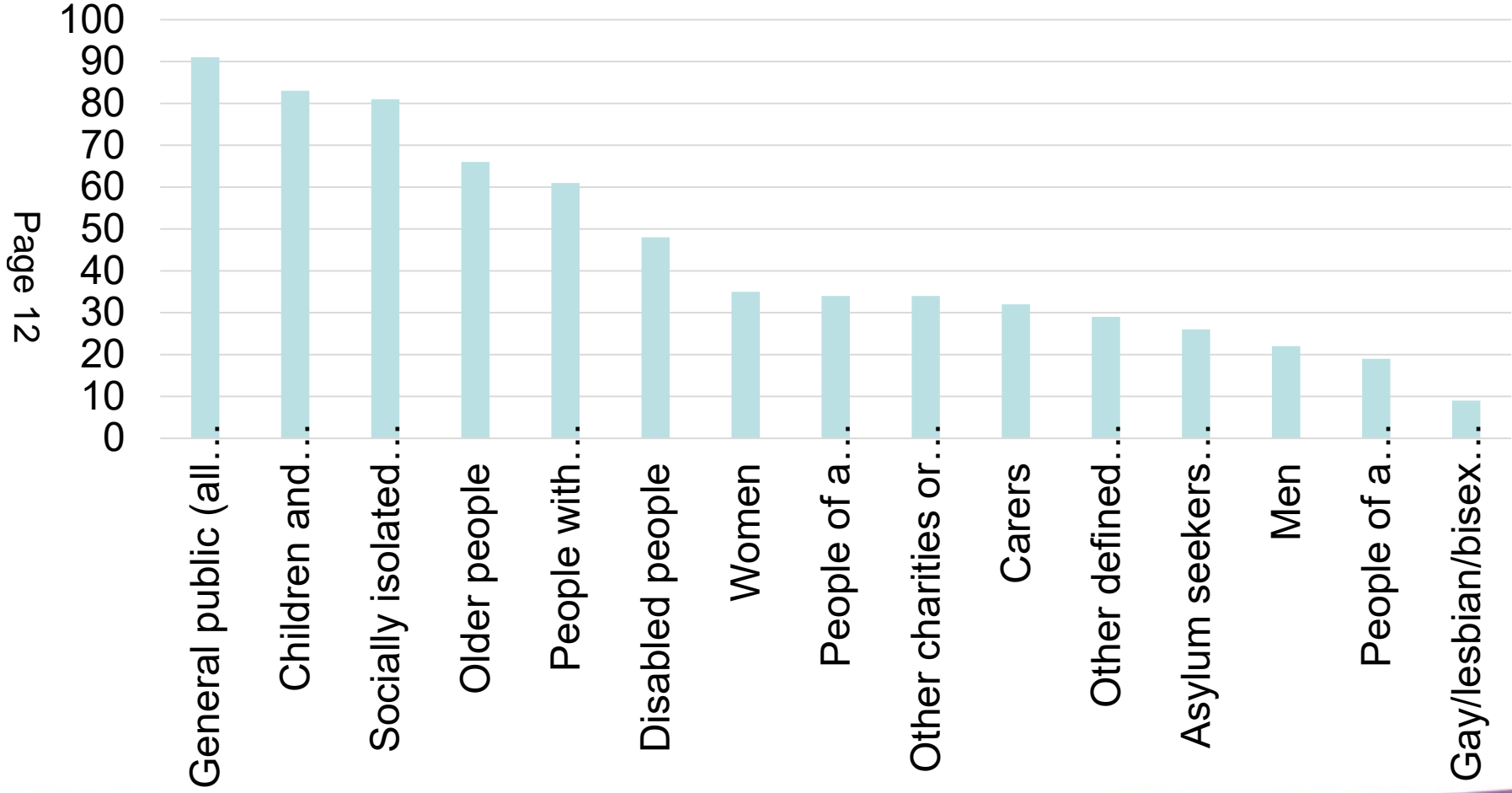


**30% say their support needs are not met**

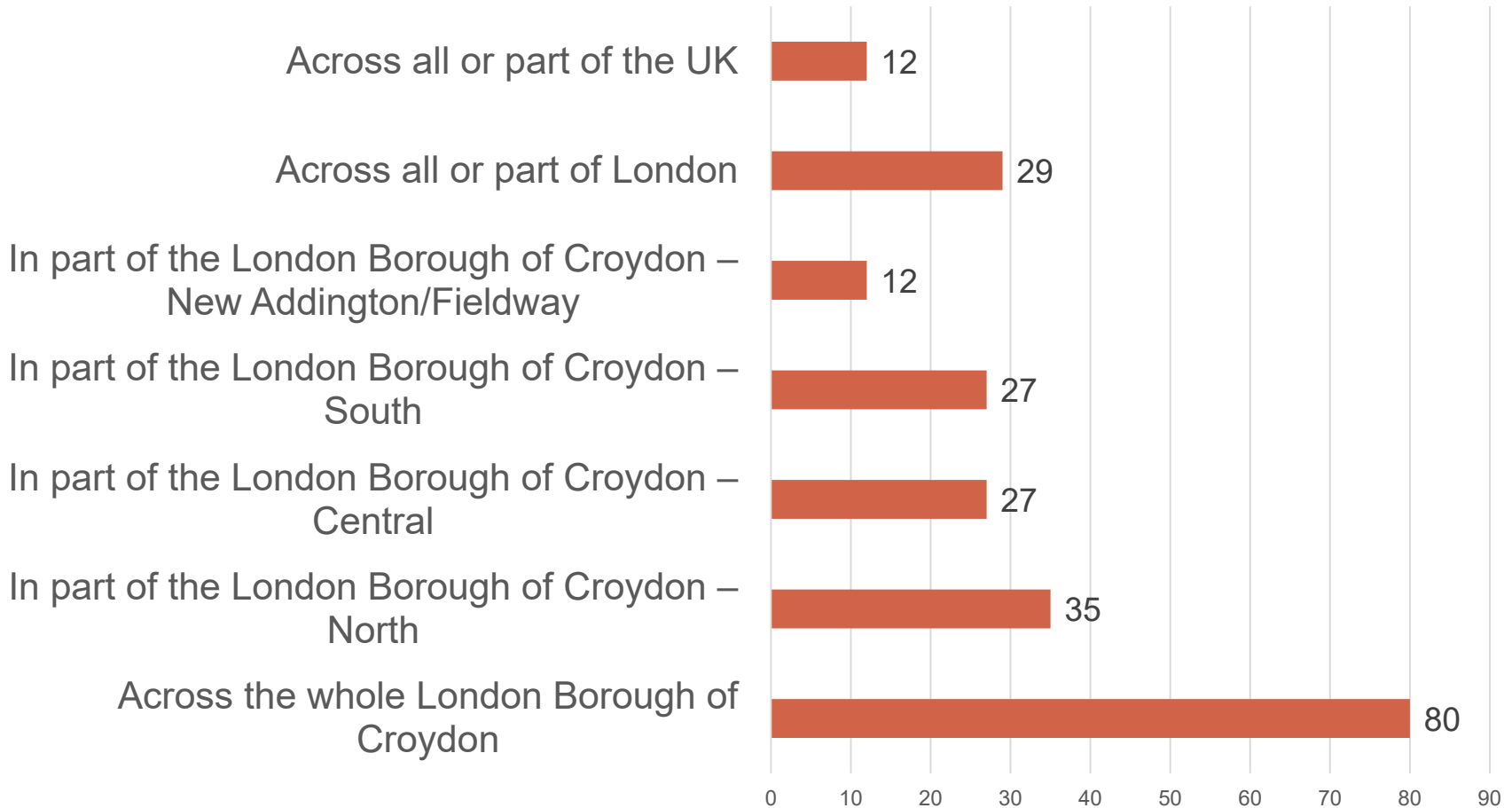
## Further support needs:

- Sustainable funding, paid promptly, with sufficient notice
- Affordable premises
- Capacity building / contacts
- Advice, information, training, bid writing
- Marketing, social media, finance

# Client groups



## Location of VCS service delivery



## What should the Council be doing?

- Facilitating collaboration and partnership, identifying useful contacts / connections
- Promoting the work, services and achievements of the VCS
- Providing access to space and premises that are affordable
- Providing information and signposting
- Recognising the importance and value of the VCS
- Funding
- Capacity building, allowing VCS to draw on advice and expertise

## What should the strategy cover?

- Funding, with clear guidance and criteria, and time to apply
- Collaborative and locality working, recognising the strong role of VCS, breaking silo working, removing duplication
- Capacity building, with more support for smaller organisations, better premises used more

## Reflections

- **Funding** – importance of flexibility, proportionality, and core support for smaller organisations
- **Other subsidy** – importance of strategic approach and consistency
- **Co-ordination** - role for the Council to facilitate relationships across the sector
- **Mapping** – recurring request
- **Volunteers** – more to be done, particularly to identify younger volunteers
- **How we work** – changing priorities, turnover and ward budgets



# Next Steps and Timeframe

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## Next steps

February  
March

Develop the VCS Strategy  
Cabinet adoption of VCS Strategy

April/May

Engagement and communication of framework for commissioning

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June

Tender process opens for Prevention and Community Funds

June-Nov

Support sessions

Nov / Dec

Evaluation

December

Cabinet decision

Jan-Mar 2020

Decommissioning support

April 2020

New Community and Prevention Fund Contracts

# Questions for discussion

## Where should the balance of funding be?

1. Flexibility of funding - vs - 3 year contract security for VCS?
2. Grants for core costs - vs - outcomes based commissioning?
3. Larger organisations - vs - grass roots groups?
4. Infrastructure support - vs - service delivery (either/or or both)?

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