Herefordshire Third Sector Support Services Review
Terms of Reference

Aim

To review current support services for front line third sector organisations, (FLOs) and make recommendations for future services and their resourcing for Herefordshire Public Services (HPS) to commission or provide, alongside a coherent and cost-effective form of delivery, in order to sustain a thriving, diverse, independent and respected third sector in Herefordshire.

Rationale

During 2009 three reports[1] were produced on aspects of the third sector in Herefordshire. The findings of these reports, together with the discussions on their implementation at a time of financial constraint has led to the current Review, which will examine current support services for front line third sector organisations in Herefordshire and to identify future priorities.

It is intended that the review will cover all support services provided to front line third sector organisations across the Herefordshire Partnership, although it is recognised that Herefordshire Public Services, (HPS), is a major funder of some of these services within the county.

HPS has confirmed that it will use the results of the Review as a basis for future commissioning as well as provision of these services from within its own teams. The Review will also assist third sector infrastructure organisations in their future development and structure. It is also expected to inform the support services that other members of Herefordshire Partnership commission.

Desired Outcomes

A consensus over future services, resources and delivery

- Comprehensive, high quality support services that meet the identified and anticipated needs of front line third sector organisations

- Inclusive and flexible support services that are available, accessible and affordable to all front line third sector organisations across the county, and meet the varying support needs of different organisations.

- Sustainable and effective delivery of support services that reflects good practice, eliminates duplication, fills gaps and provides value for money.

Scope

The review will cover all support services provided to FLOs by HPS and by the following six third sector organisations: Age Concern, Herefordshire and Worcestershire; The Alliance; Community First; Community and Voluntary Action,

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[1] *'Review of The Herefordshire Alliance'* Richard Gutch May 2009
 'Review of Third Sector Engagement with the Herefordshire Partnership' Hasnah Sheriff June 2009
 'Review of Herefordshire's Funding and Procurement Code' Ros Cassy May 2009

Ledbury; Herefordshire Council of Voluntary Youth Services and Herefordshire Voluntary Action.

The review will also be informed by other organisations which provide resources to support such services, including members of the Herefordshire Partnership. It is also recognised that there may be a number of other organisations, both public and third sector, including those which are primarily delivery organisations, which also deliver support services to FLOs. The review will not, however, encompass these investments or services in detail, although they could be the subject of second phase work at a later date, should that be considered desirable.

While the Review will, therefore, aim to include all organisations which provide resources for, and support services to FLOs in Herefordshire to inform a future framework for commissioning these services, it will remain tightly focussed in order to deliver the desired outcomes in a timely fashion.

The working group will compile and monitor a Risk register.

Accountability and Decision making
The Review will be conducted by a Working Group which will make recommendations. The recommendations of the Review will be subject to the approval by the relevant decision-making mechanisms of each participating organisation. This will be the Chief Executive of Herefordshire Council and Herefordshire Primary Care Trust, for HPS, and the Boards of Trustees of third sector support organisations.

Timescale
The review will be conducted to inform commissioning for the financial year 2011/12.

Operating Procedures and Administration - These are attached at Appendix B.

Review Group Membership
Core membership:
Chair - David Powell – Director of Resources – Herefordshire Council

Nina Bridges, Community Regeneration Manager – Herefordshire Council
Alex Fitzpatrick, Third Sector Liaison Officer- Herefordshire Council
Richard Betterton, Herefordshire Council for Voluntary Youth Services
Tess Brooks-Sheppard, Community Voluntary Action, Ledbury and District
Helen Horton, The Alliance
Will Lindesay, Herefordshire Voluntary Action
Richard Quallington, Community First
Philip Talbot, Age Concern Herefordshire and Worcestershire
Wendy Fabbro, Associate Director, Integrated Commissioning Directorate, HPS
Philippa Granthier, Head of Children's Trust Development, Children and Young People's Directorate, HPS

To attend as appropriate:
Richard Gabb, Assistant director, Homes and Communities, HPS
Robert Blower, Communications, HPS
Julie Gethin, Head of Partnership Support, Herefordshire Partnership

<u>Secretariat:</u> Carrie Wright, PA to David Powell.

A list of principal interested parties to be consulted/ included at key stages is attached at Appendix C.

Key areas of activity
1. Agree definitions and categories of support services; see Appendix A
2. Map all support services provided to FLOs, using the agreed definitions and categories.
3. Conduct a sample survey of third sector organisations which receive support services.
4. Each provider of support services to provide further details of services, including current and future costs and funding sources.
5. Each funder of support services to provide further details of funding arrangements, including current and future funding, in kind resources and priority areas for funding.
6. Identify differences, complementary services, duplication, gaps and added value.
7. Understand the priorities and drivers for those organisations that fund support services.
8. Examine examples of current good practice in effective delivery.
9. Identify opportunities and mechanisms for more effective and efficient delivery.
10. Based on the review findings, put forward recommendations on the support services required and the necessary infrastructure to deliver them, in order to inform the commissioning strategy for HPS and other Herefordshire Partnership members.

Strategic Framework
The review will take account of Total Place and the locality work being led by Geoff Hughes, (Director of Regeneration, HPS).

The key strategic documents that provide the framework for, and will inform the review, are listed in Appendix D.

Review
These Terms of Reference will be open to review at any time, but any proposed changes will require the agreement of the majority of the membership and must be clearly recorded.

Definitions and Categories

Third sector
The range of organisations which occupy the intermediary space between the State and the private sector, where private energy can be deployed for the public good. It is an umbrella term that embraces a number in common use which define parts of the sector, including voluntary and community, charity, not for profit and social enterprise, which together form the backbone of civil society.

The sector consists of a diversity of organisations which vary in size, income, activity and the way in which they are constituted. This includes community, voluntary and faith groups, registered charities, foundations and trusts, housing associations and the growing number of social enterprises and cooperatives. They range from small local volunteer led community groups to large, national organisations with turnover in excess £100m.

Third sector support and development organisations
Services provided by any organisation that plays a role in supporting, co-ordinating, representing, policymaking and/or development in relation to local voluntary and community organisations.

Third sector support and development organisations provide the infrastructure in the sector that ensures that front line third sector organisations, (FLOs), have the skills, knowledge, structures and resources to realise their full potential.

The provision of support and development services through infrastructure organisations is **second tier activity** that supports front-line delivery, supporting organisations, not individuals.

The role of third sector support and development organisations is to provide leadership for the sector and support for third sector organisations in their area, responding to needs identified and expressed by local FLOs, and also bringing to their attention new issues and policies that will have an impact on the sector, offering guidance and support in how to address them.

Support and development services are provided within the sector nationally, regionally and locally.

There are support and development organisations which offer:
- generalist support within a geographical area, such as Councils for Voluntary Service (CVS); and those which offer
- specialist sub-sectoral support to specific communities or client groups, such as Rural Community Councils (RCC) or Volunteer Bureaux (VB), or in health and social care or child care.

Such support can also come from organisations outside the third sector, such as local authorities and other public sector organisations, Business Link, funders, private sector training.

Third Sector Support and Development Services

Services designed to build the capacity and capability of individual front-line organisations and groups and of the sector as a whole, and also to release and realise their potential for contributing to the public good.

For the purpose of this Review, key services provided by third sector infrastructure organisations cover the following activities:

1. Development support:
    Pro-actively identifying needs in the local community and facilitating and supporting responses to meet those needs and /or plug gaps in provision. This includes:

    - Community development, community involvement and action;
    - Start-up; 'promote and float': incubating new organisations, relinquishing others that can stand alone;
    - Initiation, growth and contraction of groups, projects and services.

2. Legal and technical information, advice and guidance:
    Ensure that organisations are fit for purpose, legally compliant and operating to high standards, using a variety of means to promote services and encourage take-up.

    - Governance: Advice on choosing the right legal form; legal status, governing documents, constitutional, and access to legal advice; Board development and support for Directors/Trustees.
    - Organisational development including strategic and business planning; HR and workforce development; equalities, health and safety, safeguarding and other organisational policies and procedures.
    - Financial advice, including financial management; costing and pricing; fund raising; income generation; and investment advice on alternative forms of finance , including repayable loan finance, patient capital etc. from high street and specialist lenders.
    - Business support for organisations wishing to become more sustainable through trading;
    - Advice and support for individual entrepreneurs; and support for public sector workers wishing to transition to social enterprise models;
    - Skills for winning and delivering contracts: Designing services for the market place; contract readiness' for tendering and procurement; negotiation; project and service management; data collection; monitoring and reporting; and calculating and reporting on Social Return on Investment, (SROI);
    - Marketing, communications, customer care; consultation/feedback; service user engagement.
    - Performance improvement and management, including: quality assurance and standards; accreditation service and regulation – advice and/or an accreditation service; evaluation.

These services can be provided at different levels, from information giving and signposting, through support, including training, to specialist advice to organisations on a one-to-one basis, including good practice, and to national standards where they apply.

3. Practical assistance and resources:
    Buildings, premises and facilities: (e.g. Community Resource Centres; Volunteer Bureaux; Community Transport, where used by organisations and groups, not individuals.)

    - Premises management
    - Office services, including ICT
    - Grant -giving mechanism; access to funding opportunities
    - Volunteering: Promotion; Brokerage service with a single point of access; accessible Volunteer Centres; employee Volunteering; developing volunteering opportunities

4. Learning and Development
    Encourage and co-ordinate the take-up of training and learning opportunities across the sector
    - Regular training needs analysis and identification of priorities
    - A structured programme for the delivery of learning and development opportunities through a variety of media, including access to accredited training
    - Encouragement of innovation and creativity
    - Facilitation of support mechanisms, e.g. mentoring, (especially for lone workers), learning sets and skills sharing

5. Strengthening voice:
    Provide a representative and accountable voice for third sector organisations to policy makers, service planners and funders.
    - Raise the profile of the sector through promoting its capability and value;
    - Provide a communications and co-ordination hub
    - Channel information between national, regional and local bodies, including promoting national/regional campaigns to front-line organisations
    - Encourage the voices of the sector to be heard through advocacy, liaison and representations.
    - Promote networking, (including FLO forums), knowledge sharing, collaboration and partnerships internally within the sector to maximise resources
    - Scrutinise and challenge policies and practices.
    - Pursue Compact compliance
    - Promote Gift Aid and Payroll giving
    - Assist the Third Sector Strategic Board/Forum to achieve its goals

6. Strategic partnership building and brokerage:
    Bringing together FLOs with external public and private sector organisations for joint/cooperative policy making, planning and service delivery.
    - Provide and support formal representation

- Engage with policy makers, service planners and funders with and on behalf of FLOs
- Be the 'public face' of the third sector
- Represent the interests of the sector in partnerships and networks
- Encourage community engagement
- Manage third sector consultation networks
- Conduct consultations
- Act as a 'bridge' between FLOs and commissioners of services, facilitating working relationships and contributing to commissioning and service development for the benefit of service users.
- Facilitate participation in shaping and delivering CAA/LAA and delivery of NIs by FLOs

7. <u>Research and Policy Development</u>:
   Collect and provide evidence on the needs, role and developments within the third sector, in order to influence policy, planning and service delivery.
   - Data bank
   - Disseminate information on national, regional and local policy initiatives
   - Develop policy responses and proposals
   - Commission research
   - Produce and circulate policy papers, guidance and information

Operating Procedures and Administration

Review Group
The Review Group is a task and finish group. The Review Group will be chaired by David Powell, Director of Resources, Herefordshire Council.

The Chair is appointed for the Group, from inception to completion of the task.

Decision making
It is expected that the Group will achieve consensus through full and open discussion. Any differences of opinion potentially leading to conflict, should be resolved at an early stage, via the Chair if required.

If there are objections to decisions, these must be noted in the minutes of the meetings.

Meetings
The Group will meet at least monthly. A programme of actions will be agreed at the first meeting and reviewed at each subsequent meeting.

A schedule of meetings will be agreed at the first meeting.

If required the Chair will be able to call additional meetings.

Administration
The Secretariat for the Group will be provided by Carrie Wright, Personal Assistant to the Chair.

Agendas and papers will be circulated a week prior to the meeting. Every effort will be made to avoid tabling of papers.

Minutes will be kept to record decisions made by the Review Group.

Attendance
Review Group members unable to attend a particular meeting may arrange for a substitute from the group / organisation they represent, to attend in their place.

If a representative leaves their represented organisation or group, the organisation or group shall appoint a new representative.

Quorum
The Review Group will be quorate when five members are present including the Chair, with two representatives each from the public and third sectors required at each meeting.

<u>Declarations of Interest</u>
Declarations of interest should be declared and will be recorded.

Appendix C

Principal Interested Parties

HP public sector organisations: Police/Probation/Fire Service

Diocese of Hereford

Parish Councils

Chamber of Commerce

Business Link

Appendix D

Relevant Strategic Documents

The following documents will provide the framework for and inform the Review:

- Local Compact and Codes of Good Practice

- Joint Strategic Needs Analysis

- Community Strategy

- World Class Commissioning Strategy

- Children's Trust Commissioning Framework

- Director of Public Health's Report

- Review of The Herefordshire Alliance

- Review of Third Sector Engagement with Herefordshire Partnership

- Review of the Herefordshire Compact Funding and Procurement Code

Adopted 8th July 2010