

Grants Sub-Committee: Third Sector Leadership

London Councils' Survey of Boroughs Item no: 6 on Third Sector Infrastructure

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Summary

Emerging from the Review of the Grants Programme 2013/17, a work plan for London Councils was established to ensure that the local authority voice was heard in:

1. Independent funders' funding of voluntary sector infrastructure. This followed an invitation from City Bridge Trust, which boroughs had welcomed
2. The third sector in London's remodelling of infrastructure in response to changes in areas such as funding and technology, under the banner of the Way Ahead, the report of a study convened by London Funders.

To underpin this, London Councils has carried out a survey of all boroughs to establish:

1. The state of the third sector infrastructure in each borough
2. Each borough's relationship with this, including any funding of it
3. Their engagement with the Way Ahead
4. Their approach to commissioning the third sector and any current intentions to do so.

London Councils convenes a group of grants officers representing each borough. The survey was sent to them to complete, and copied to Grants Committee members.

To date 24 boroughs have responded. This report contains the findings of the survey.

Recommendations

1. Members are asked to note the findings of the survey. Attention is drawn in particular to the following findings:

Current Position

- a. Councils for Voluntary Services (CVS) have historically existed on a borough basis. They have been considered a cornerstone of third sector infrastructure. The survey shows there is a CVS in 19 of the 24 boroughs that responded to the survey.
- b. Of the 19, the local authority commissions 10, and grant funds eight. In one case, the council provides no funding. Although the term 'commissioning' is not precisely defined, it implies a stronger focus of results in return for funding than traditional grant funding. This may be in the form of a conditional grants regime or a contract following procurement.
- c. Just over 50 per cent of the boroughs that fund the CVS award the funding for one-to-three years with the remainder split between one year, and three-to-five years. This may point to boroughs' desire for funding stability for their local infrastructure support but within current financial constraints.
- d. CVSs provide a similar range of services in their boroughs. Nearly all provide fundraising support, governance and organisational development and training. Around half support financial management.
- e. Some funders have encouraged bids for funding by consortiums – generally to improve service co-ordination and provide efficiencies by reducing duplication. The survey shows that around half of CVSs either lead consortiums or do so through special purpose vehicles.
- f. 16 of the 24 boroughs have a compact, but of these, only 10 have been refreshed. Nine have a VCS commissioning strategy. So, although there is no overall approach to the sector, there is an intention to take a strategic view on this across a good number of authorities.

Forward Look (how boroughs would like infrastructure services to delivered in future)

- g. All borough officers were asked whether a range of third sector infrastructure services (13 in total) - including financial management, employment and HR advice, safeguarding training - should be provided. Respondents had the option to reply: 'not at all', 'locally', 'sub-regionally' or 'regionally'. Respondents thought that all but two services should be provided locally. The exception was employment and HR advice and health and safety training, which it was thought, should be provided regionally.
- h. Seven boroughs said their work had been influenced by the Way Ahead, particularly in areas such as co-production and convening and enabling communities. 13 borough officers were waiting for more detail before taking action and two were not aware of the Way Ahead.
- i. 13 boroughs have a local giving or crowdfunding scheme, often facilitated by an existing local foundation.

- j. The sector often questions the need for boroughs to have such varying approaches to commissioning, given the cost of bidding for potential funding. The survey asked boroughs to identify potential common commissioning principles. There were a wide range of responses. Transparency, collaboration, outcomes and evidence base, value for money and social value and equalities were the most selected. This suggests there is a commonality at the level of principles but there is less consensus around the practicalities at present.
 - 2. The survey confirms much anecdotal evidence that the relationship between boroughs and third sector infrastructure is diverse and changing. The historic relationship between council and CVS is still strong in many areas, but funding shortages are putting this under pressure. Perhaps filling this space, crowdsourcing is making headway in many areas, particularly those with established, local 'giving'-type foundations. There is an appetite among borough grants officers to learn from strong ideas and effective practice emerging from the Way Ahead.
 - 3. Subject to any further views members have at this point, London Councils proposes to use the survey findings to inform its work on the third sector infrastructure action plan commissioned by the Committee and to share the results with City Bridge Trust and other relevant independent funders and London Funders, and those working on the Way Ahead.
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Borough Third Sector Infrastructure Survey

1 Background

- 1.1 At its meeting on 9 March 2016, members of the Grants Committee agreed that officers develop a proposal to work with City Bridge Trust on taking forward work from the review into third sector infrastructure support in London, entitled *The Way Ahead: Civil Society at the Heart of London*. This report was published in April 2016.
- 1.2 *The Way Ahead* report recognised that the environment within which civil society in London operates has changed significantly and therefore how it operates needs to change also. This reflected findings from London Councils' consultation of its own grants programme in 2015, such as communities building self-reliance and being enabled to find and deliver their own solutions where possible. Recommendations in the report that named London Councils explicitly were: ensuring consistent commission/funding of local support and bringing civil society into strategic decision making. Part of London Councils' work under Leadership in the Third Sector will be to ascertain if these recommendations are relevant and/or feasible for boroughs to implement.
- 1.3 This survey was carried out as part of the Third Sector Leadership workplan approved by members in November 2016. The purpose of the survey is to gather intelligence from the 33 boroughs regarding their relationship with civil society (third sector) infrastructure organisations, what is being funded and what officers thought infrastructure organisations should be providing and how. The survey also sought to gather information on commissioning styles and timetables. Borough grants officers have expressed interest in knowing what, how and when other boroughs are funding and to see if there are areas of commonality which can be shared and/ or developed together. This information has been sought by key stakeholders such as the City Bridge Trust, the Greater London Authority, London Funders and civil society infrastructure organisations to inform strategic thinking, including the distribution of a central pool of funding for infrastructure support in London.
- 1.4 London Councils intends to share the results of this survey with the Borough Grants Officer's network, and appropriately edited versions with the wider sector, initially through the Systems Change Group, the steering group for *The Way Ahead*.

2 Survey preparation and Launch

- 2.1. London Councils drew up a preliminary list of questions after meeting with officers from Greater London Authority who were also considering collecting information on the funding

of the third sector in London. It was agreed that London Councils would focus on collecting information on borough funding to third sector infrastructure. Borough officers were consulted on the questions through the Borough Grants Officer sub-group. The survey was developed online and tested by a number of borough officers.

- 2.2. On 27 April 2017, before the London Councils' borough survey went live, a borough grants officer sent a questionnaire to all borough grants officers requesting information on volunteer centres in London and how they were funded. Therefore these particular questions were not included in the London Councils survey; those results are included in Appendix two to this paper and discussed in section 5.11.
- 2.3. The survey went live on 17 May 2017 with an email sent to at least one borough grants officer in each local authority. Boroughs were encouraged to submit a single borough response. In addition, reminders were sent out about the survey, including an email sent to members of the Grants Committee and from the Chair of the Borough Grants Officer network on 30 May 2017, 7 May (to members of the Grants Committee) and included in the Employment and Inclusion Team Update sent to all Borough Grants Officers on 9 June 2017. London Funders were also asked to encourage boroughs to complete the survey.
- 2.4. The survey was closed on 14 June 2017 to enable the analysis of data for this meeting. On that date there were 23 individual borough replies. However, there is still value in having responses from more boroughs and for this reason, London Councils has reopened the survey and is still accepting responses and will keep updating the data.
- 2.5. The survey has 33 questions (including contact details) in total; not all the survey questions are being reported here, due to the need for brevity and also the need for further analysis.

3 Wider context

- 3.1. The Systems Change Group that oversees the development of The Way Ahead has expressed great interest in the findings of the survey. Through London Councils' participation in this group, it has also become apparent that there is a void of information in the sector about what is being supported in boroughs and what funding may be available. This work has been linked to one of the recommendations in The Way Ahead report proposed to be steered by London Councils – Ensuring Consistent Commissioning/ Funding of Local Support. It has become apparent that several other London-wide agencies are also interested in data gathering/sharing and discussions have taken place between London Councils and other organisations such as City Bridge Trust, Greater

London Authority and Healthy London Partnerships to ensure there is no duplication in gathering intelligence and to share results where possible.

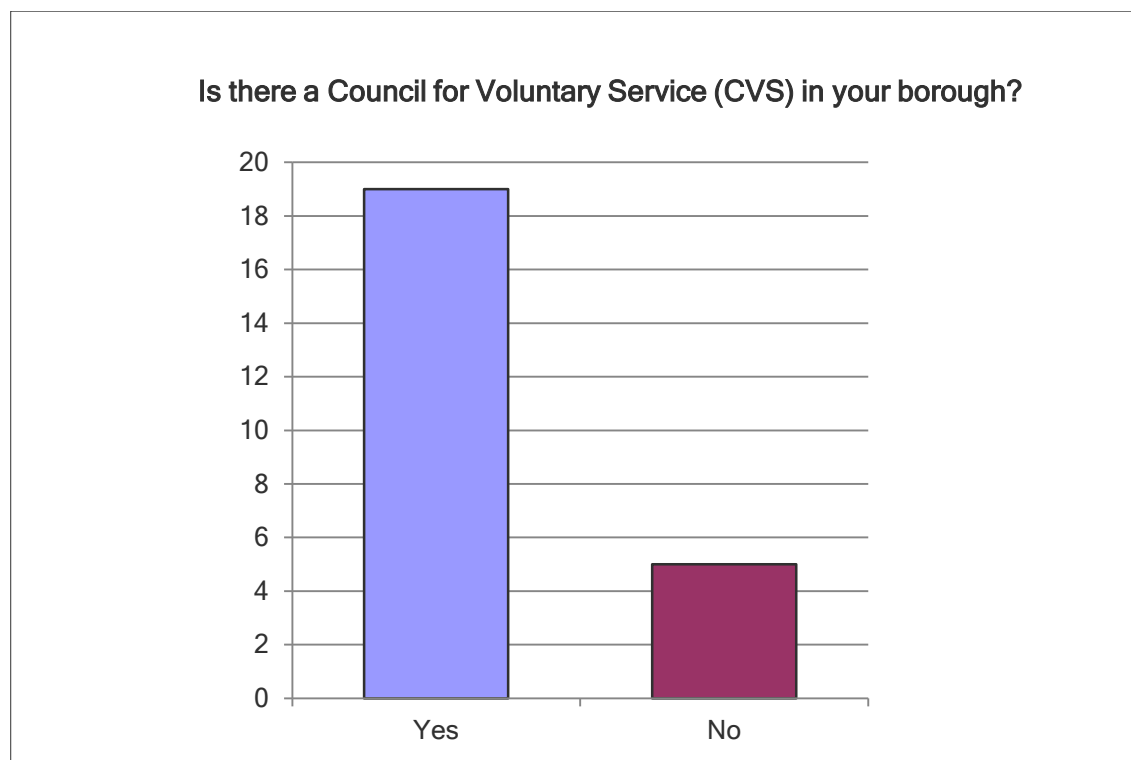
4 Summary of consultation responses

- 4.1. A total of 24 completed surveys were received online, one of these were partially completed. Nine boroughs did not respond before the deadline for this report.

5 Analysis

- 5.1. The first question asked “Is there a Council for Voluntary Service in your borough?” Figure 1 provides a summary of responses to this question.

Figure 1

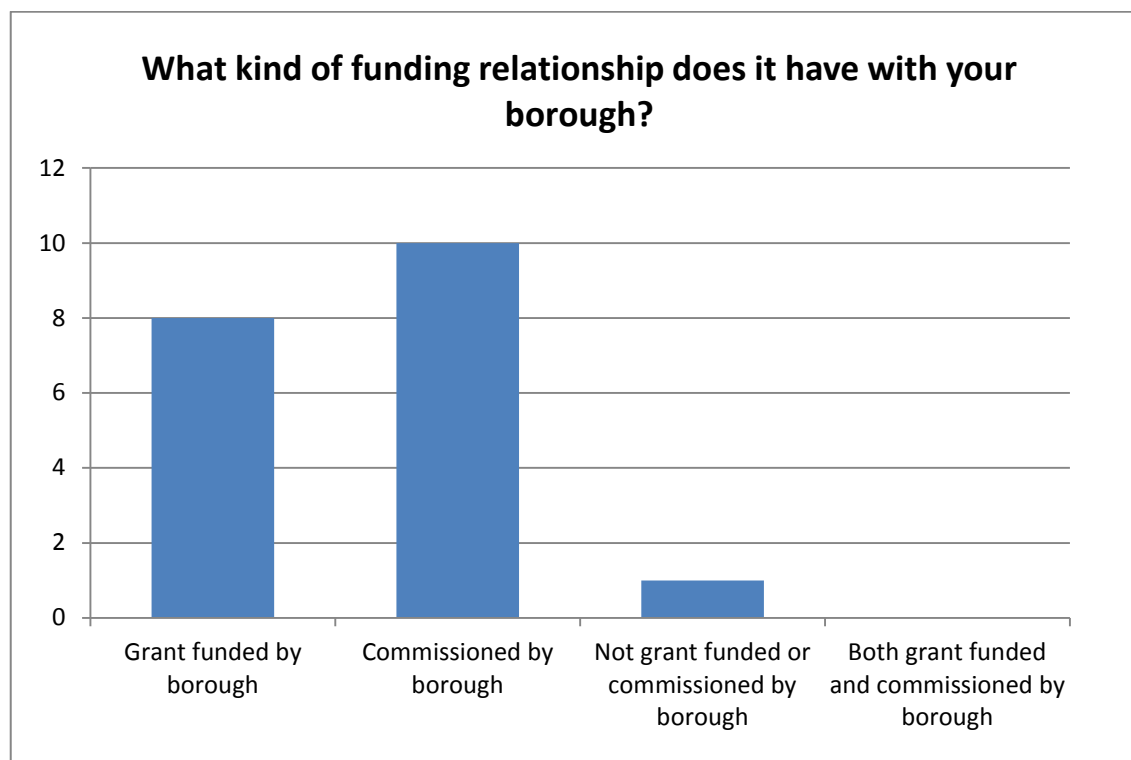


- 5.2 All 24 respondents answered this question; of these, five boroughs do not have a Council for Voluntary Service (CVS), in their borough. One borough answered No to this question but in research conducted on behalf of London CVS Directors, in early 2017, it was indicated that this borough's CVS function was being delivered by a neighbouring borough's CVS
- 5.3 It is worth noting that of the five boroughs that said it did not to have a local CVS, three of them funded other infrastructure organisations in their borough, such as the Citizens

Advice Bureau, volunteer centres and other arrangements such as, a sum of money to an organisation to award small grants for improvements to community centres.

- 5.4 The second question asks “What kind of funding relationship does the CVS have with your borough?” Answers to this question are provided in Figure 2.

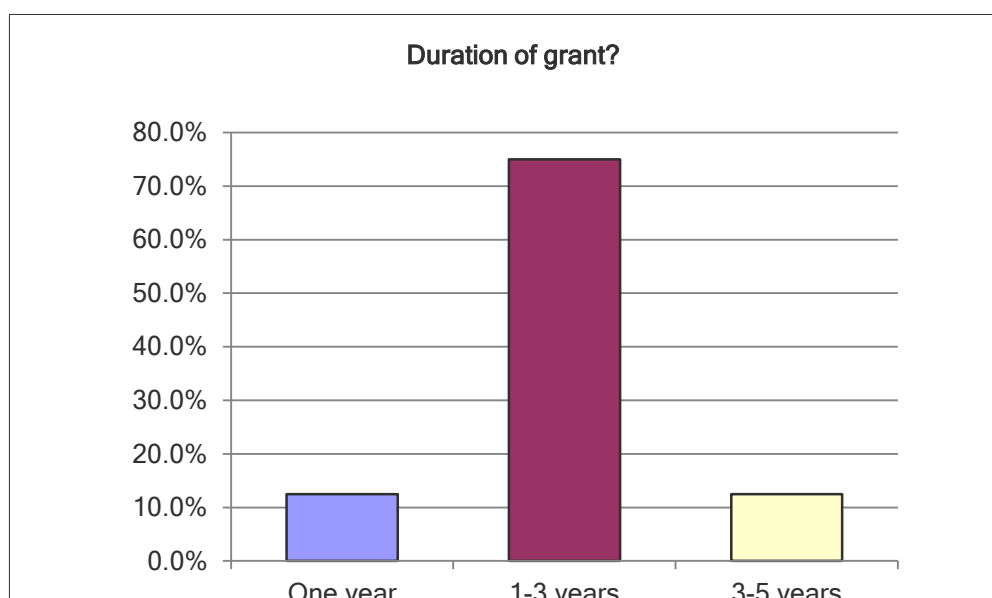
Figure 2



- 5.5 This question was only available to the 19 boroughs that had answered yes to having a CVS in their borough. Of these 19, only one borough did not fund or commission their local CVS. The remaining 18 boroughs were fairly evenly split between whether they grant funded or commissioned services from their local CVS, with a slight majority having a commissioned relationship. No borough used a combination of grant funding and commissioning.
- 5.6 The subsequent five questions in the survey were filtered between those boroughs that grant funded their CVS and those who commissioned them to provide services.
- 5.7 *Grant funded CVS:* Eight boroughs said they grant funded their local CVS. Seven of these provided an amount; the average amount of grant given is £125,983 per annum. One borough also reported their local CVS received £115,000 from the Clinical Commissioning Group (CCG).

5.8 This question asked those boroughs that grant funded their local CVS, what was the duration of their current grant funding. The answers to this question are provided in Figure 3.

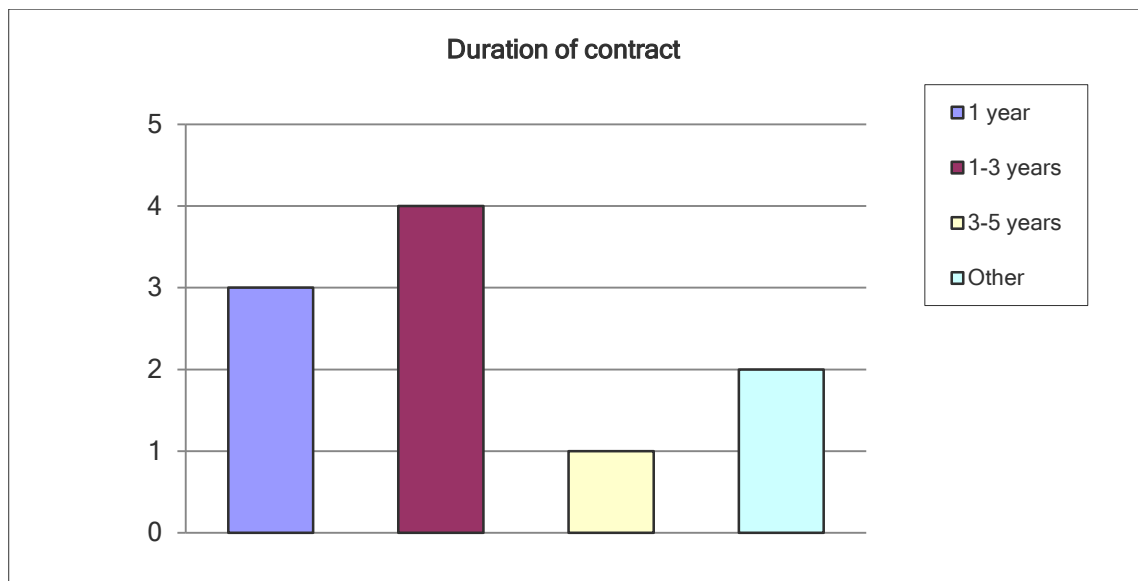
Figure 3



5.9 The majority of responding boroughs (six) that grant fund their CVS did so for between one and three years, one borough has funded their CVS for 3-5 years, with the funding ending in September 2017. It could be said that by offering multi-year funding, these boroughs are seeking to provide some stability to these infrastructure organisations, even if anecdotally many borough officers report that funding to their local CVS has been falling in recent years

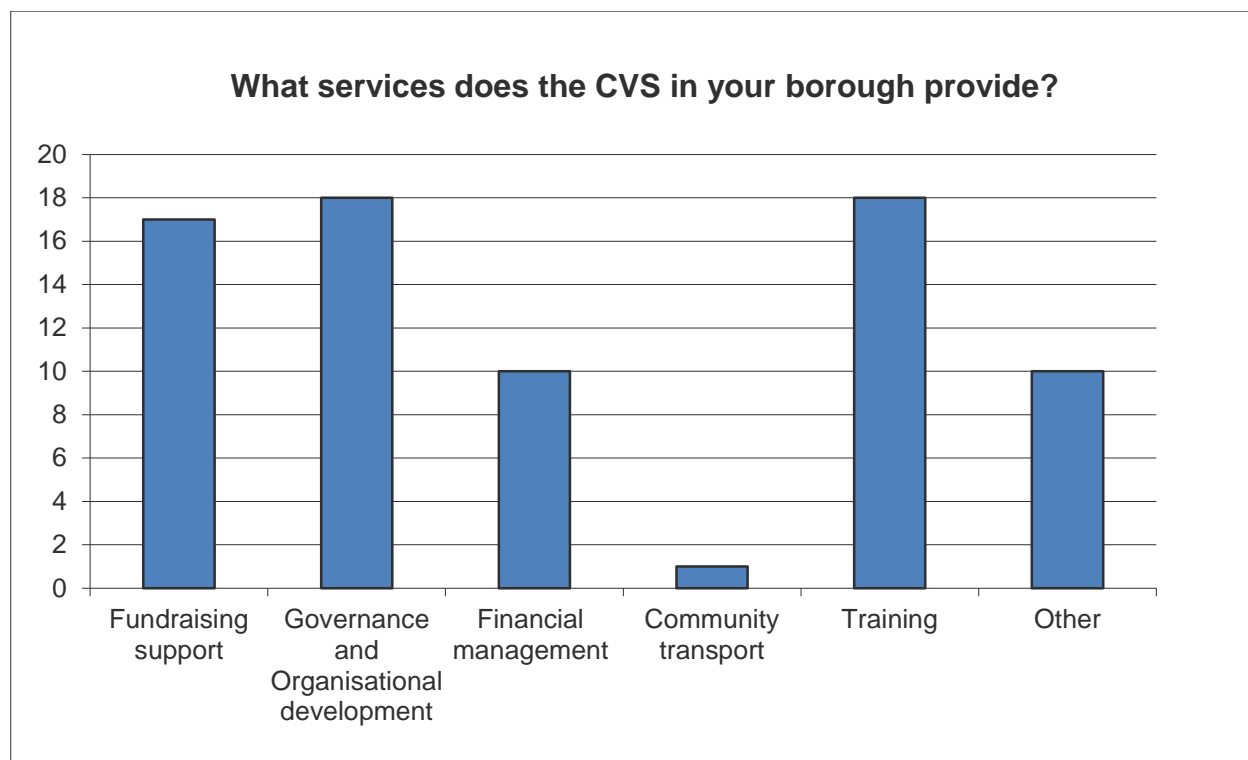
5.10 Commissioned Councils for Voluntary Services: This question asked how long the contracts were for. The answers to this question are provided in Figure 4.

Figure 4



- 5.11 Of the ten boroughs who commission their CVS, the average amount of contract per annum was £137,873; however this amount included a substantially larger contract from one borough of between £1.5 - £2 million over five years, which included a volunteering component. Another borough has an “open door” policy with their CVS, stating that they will contract them as often as needed and did not give an amount for the current commissioned amount. Most contracts were for between 1-3 years, the two boroughs who answered “Other” had four year contracts
- 5.12 This question asked what services are provided by the local CVS, the answers are provided in Figure 5.

Figure 5

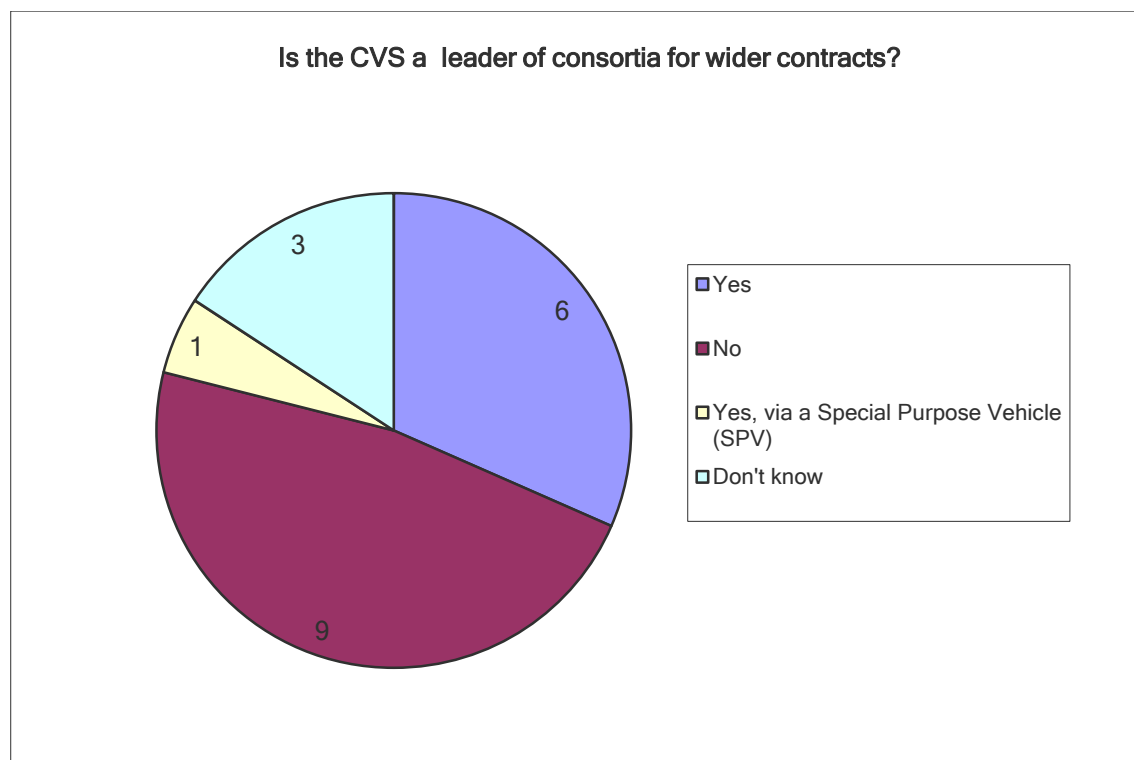


5.13 This question shows there is a similarity in the majority of services provided by the 19 CVSs. Most provided a minimum of fundraising support, organisational and governance development, and training. Approximately half of the CVSs in this survey provided financial management support such as bookkeeping or payroll. Only one provided community transport.

5.14 In addition to these core services there was evidence of CVS' providing a broad range of other services such as strategic representation on borough voluntary sector groups/ fora, engaging with statutory and other key stakeholders, safeguarding accreditation, building consortia to jointly bid and services such as community asset transfer, impact measuring and monitoring. Many CVS' also provided volunteer support and brokerage. One borough said their local CVS provided very few services as they are unfunded.

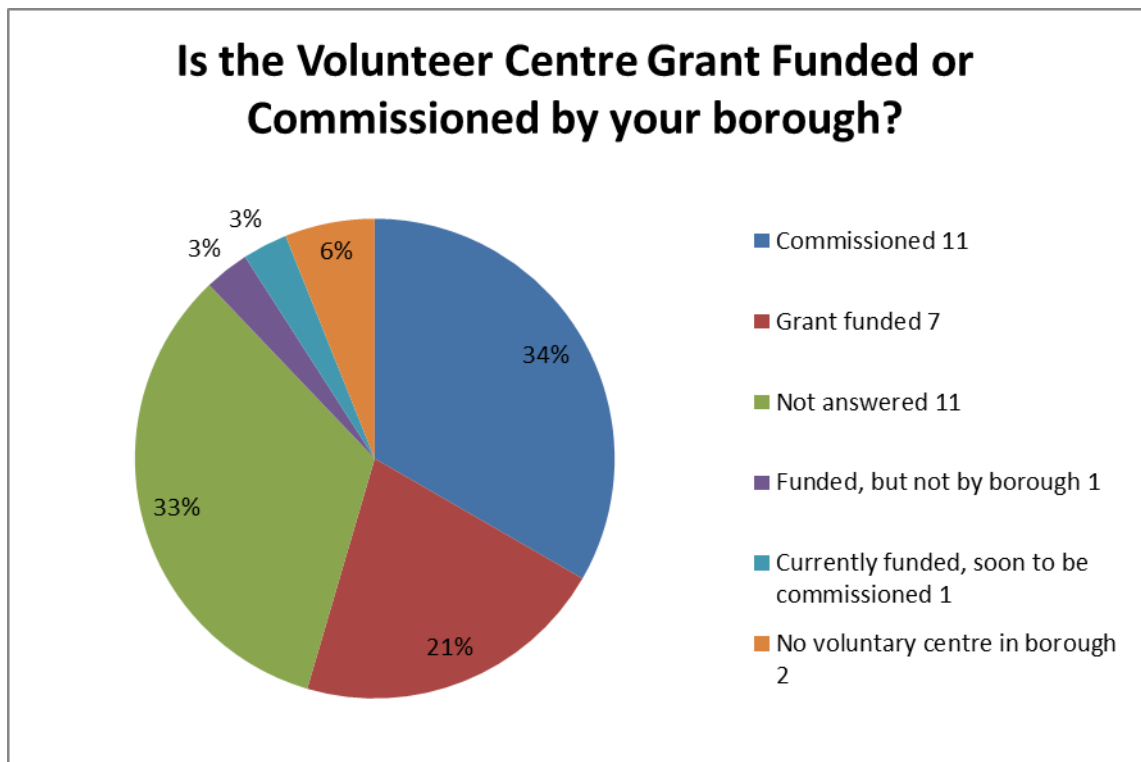
5.15 This question asked whether or not the local CVS was a leader of consortia for wider contracts. A summary of the responses are shown in Figure 6.

Figure 6



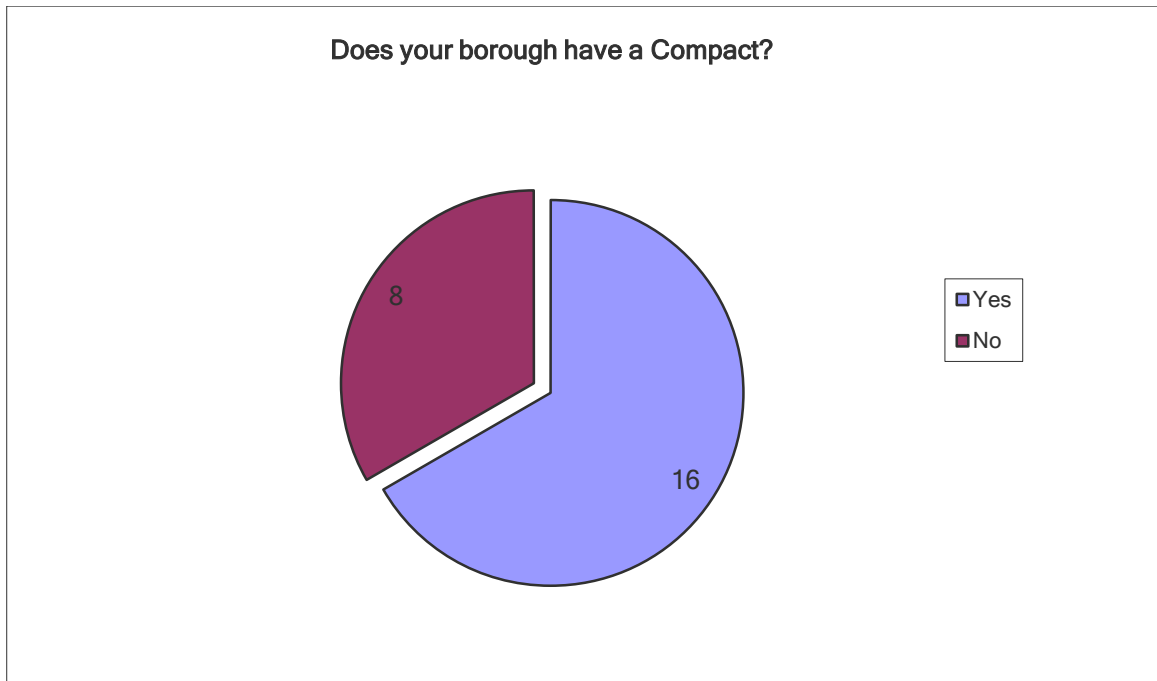
- 5.16 The responses to this question were fairly split, 9 CVS were not leaders of consortia for wider bids, however 7 were (including one via a special purpose vehicle), and another was leading on creating a Community Interest Company (CIC) to bid for contracts. One of the CVS' had led consortia in the past but was not doing so at present, this was the CVS that is currently unfunded by their borough and currently provided very few services
- 5.17 *Volunteer Centres:* On 27 April 2017, the borough grants officer for LB Redbridge circulated a short survey to the Borough Grants Officers Network asking for information specifically about volunteer centres and their funding. 22 boroughs replied, 20 of these had volunteer centres, two boroughs did not. Five of the volunteer centres were part of the local CVS, one borough's service was delivered via another borough's volunteer centre and two were provided by other types of organisations. A table of responses is provided in Appendix two.
- 5.18 53 per cent of the Volunteer Centres who responded to this survey were supported either by grant funding or commissioning. Only one borough that had a local volunteer centre did not fund it. The breakdown of how boroughs funded their local Volunteer centre is show in Figure 7.

Figure 7



- 5.19 One borough's commission had just ended and they stated they would not be recommissioning another Volunteer Centre in the borough; two boroughs were changing from grants to commissioning and vice versa.
- 5.20 It is difficult to give a definitive average amount of funding to volunteer centres because at least two of the boroughs included it in their funding to the CVS, but the average amount the 19 boroughs that funded the Volunteer Centres in their borough was £83,619 per annum
- 5.21 This question asked if the borough has a compact the breakdown of responses is shown in Figure 8.

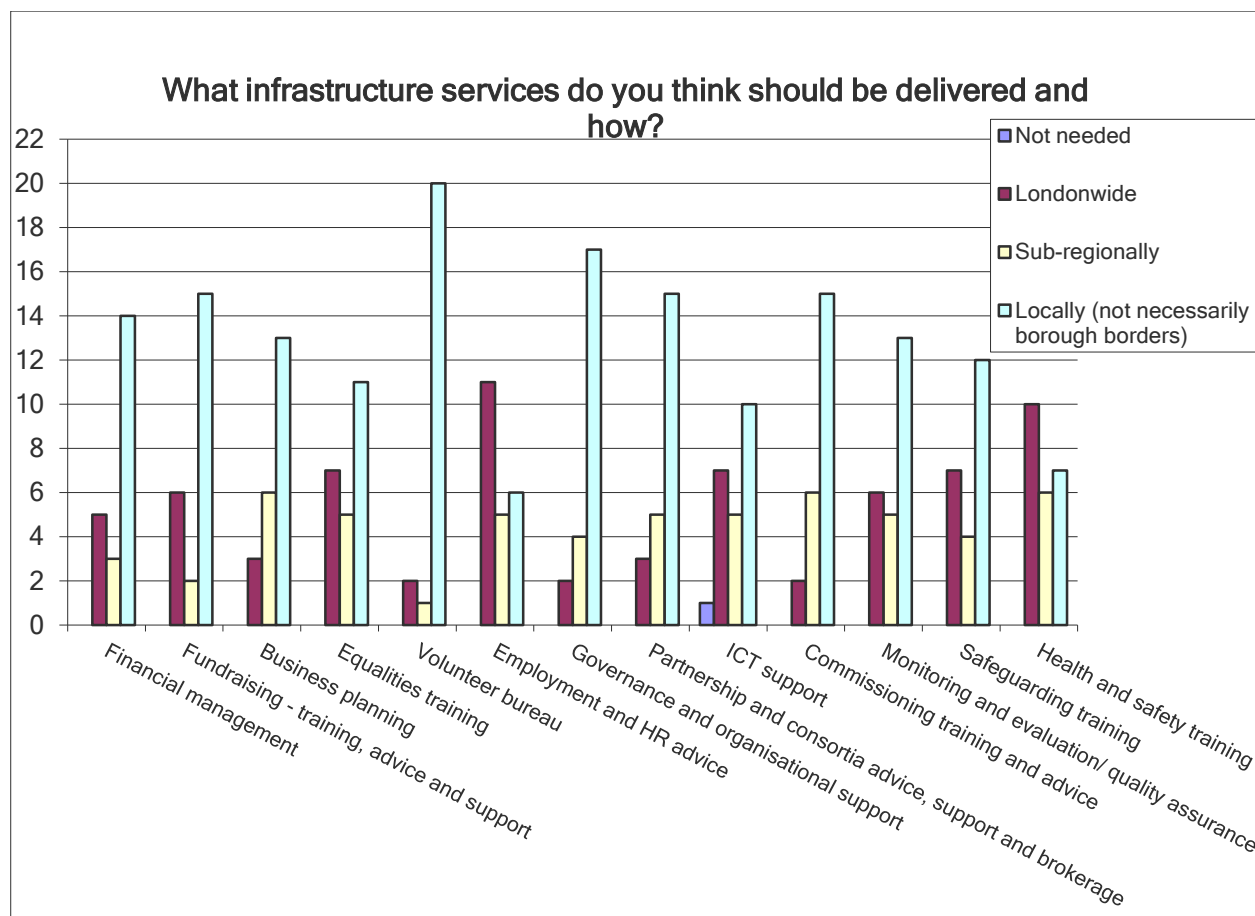
Figure 8



5.22 All 24 respondents to the survey answered this question, the majority of boroughs did have a voluntary sector compact, however a just under a third did not. Of the 16 boroughs who responded “Yes”, ten have been refreshed, four had not, one was in the process of being reviewed and one borough did not answer. The answers were evenly split between those that had been refreshed before 2015 and those after

5.23 This question asked what infrastructure services should be delivered by CVS’ and at what level. The responses are provided in Figure 9.

Figure 9



5.24 The purpose of this question was to ascertain what support boroughs officers through civil society organisations in their borough needed and how best it should be provided (i.e. on a local [not necessarily borough borders], sub-regional or London-wide basis. All 24 respondents answered this question. And the responses indicated that it was felt the majority of the services should be provided locally. Of the services listed, volunteer brokerage, governance and organisational support, commissioning training and advice; and monitoring, evaluation and quality assurance support scored highly as should be needed to be supported locally. These services do resonate with themes that have emerged from The Way Ahead such as consistent commissioning and creating effective collaboration between funders and civil society.

5.25 Employment and HR advice and health and safety training were the only two services where the majority of respondents thought these services were best delivered on a London wide basis.

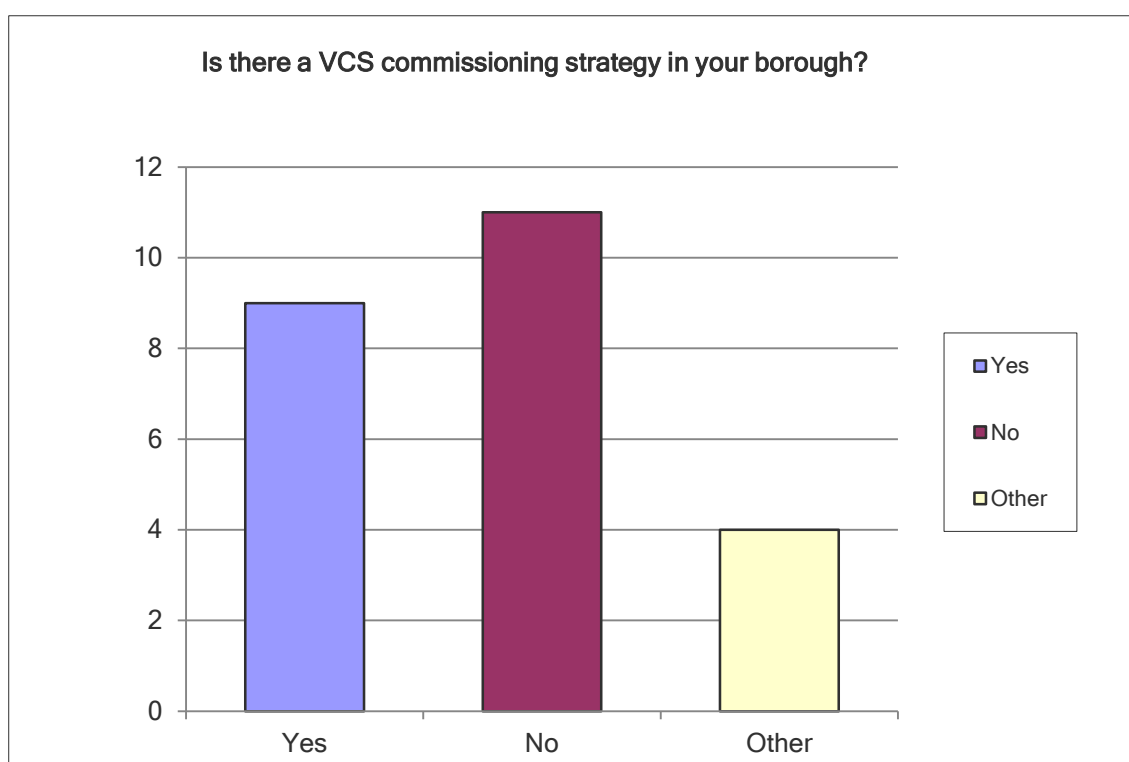
5.26 There was opportunity for respondents to suggest other services or make additional comments; the following individual comments were given:

- This would need a wider discussion as it may not be the traditional services listed that are required.
- Marketing – at least sub-regionally, financial management – at whatever yields the lowest cost
- Networking – locally with London-wide online forums. And also a combination e.g. a London Hub providing online downloadable support for FAQ sand How To's but also signposting to local support.

5.27 Officers also commented that how and where the services were delivered also depended on the size of organisation requiring support

5.28 This question asked if there is a Voluntary and Community Sector (VCS) commissioning strategy in the borough, the answers given are shown in Figure 10.

Figure 10

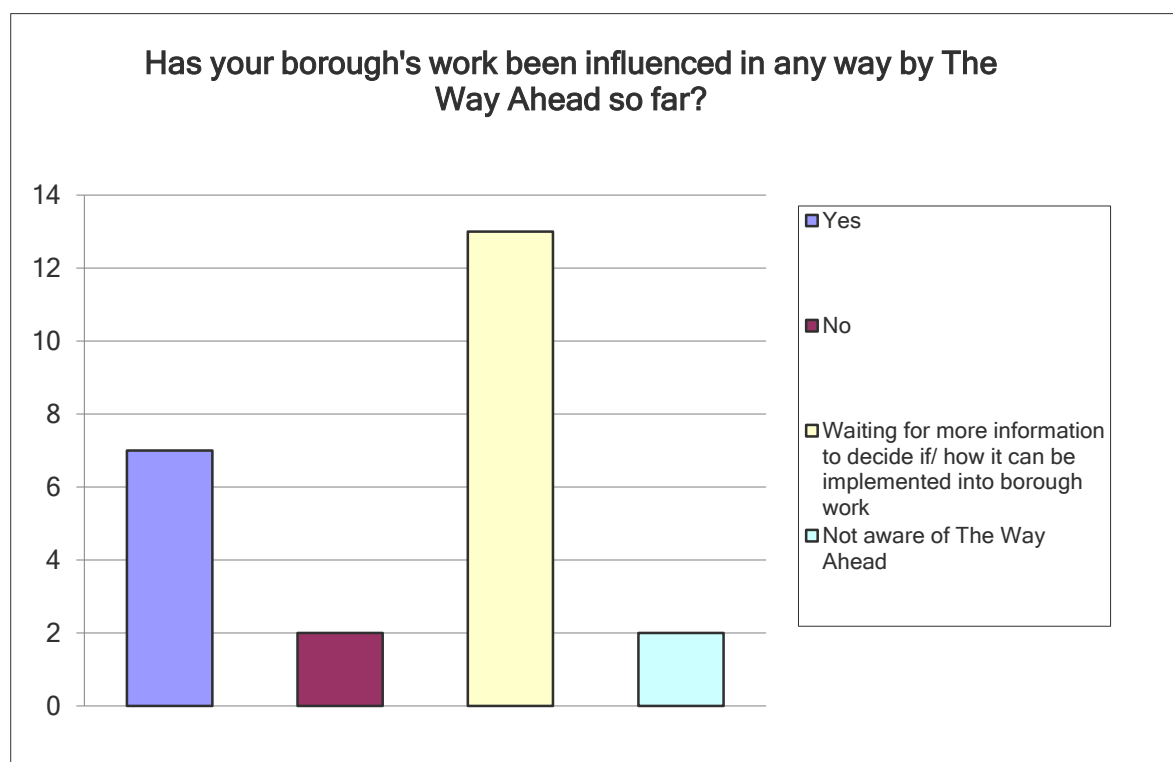


5.29 All 24 respondents answered this question, nine boroughs have VCS commissioning strategies, two currently being developed, one borough's Cabinet is currently addressing this issue and 11 boroughs answered "No". Some boroughs had other approaches, for example, one borough did not have a VCS commissioning strategy per se but had embedded the VCS in all their commissioning strategies; another provided guidance documents focussing on commissioning and the Social Value Act and were investigating what further assistance they needed to give commissioners to maximise social value from

contracts. In one borough, the VCS has produced their own VCS strategy which includes a commissioning element. Of the nine boroughs who answered yes to having a VCS commissioning strategy, only four said theirs was co-produced

- 5.30 This question asked if borough work has been influenced in any way by The Way Ahead to date. Figure 11 provides a summary of the responses.

Figure 11

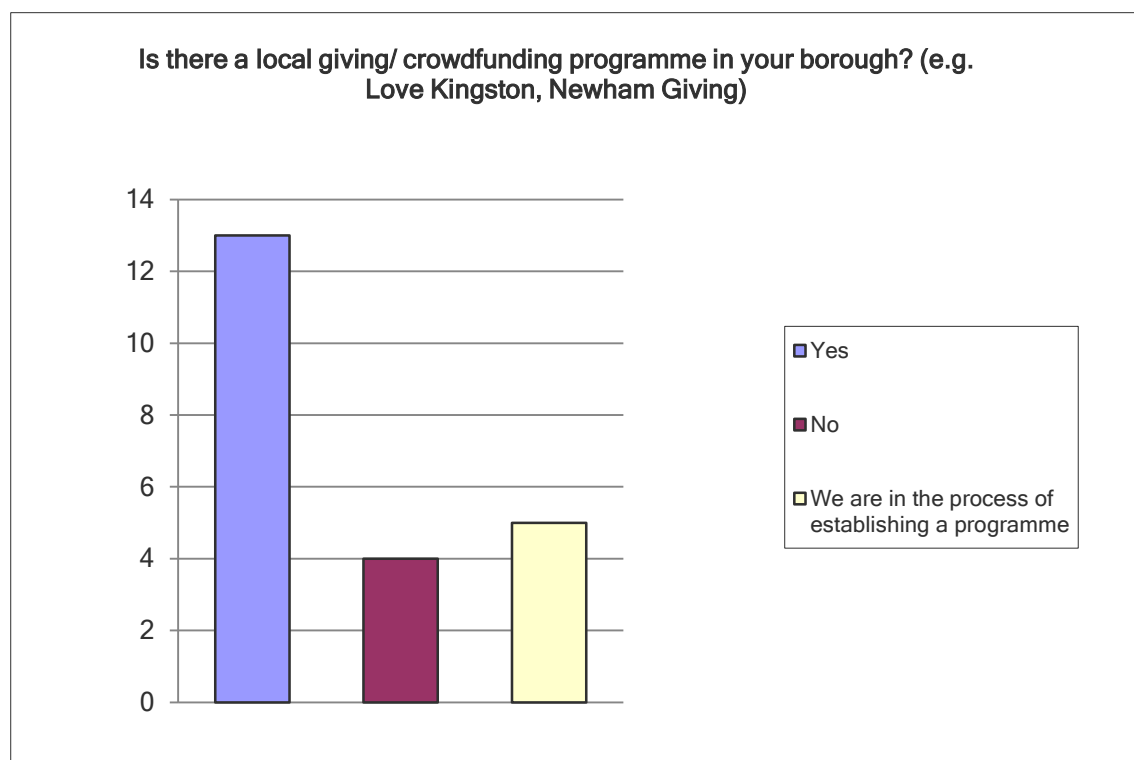


- 5.31 All 24 boroughs responded to this question. 13 (54%) said they were waiting for more information on The Way Ahead before they could decide if its findings can (or need to be) implemented in to their work, which may suggests that The Way Ahead needs to provide London Councils and the boroughs with more information and practicalities about the way it would like boroughs to participate. This survey was undertaken before The Way Ahead Stakeholder conference held in late June 2017 and the circulation of a Change Plan which proposed actions for various stakeholders.
- 5.32 Seven boroughs said their work had been influenced by The Way Ahead with a number of examples being given such as acknowledging the principles such as co-production, enabling communities to find and deliver their own solutions, filling gaps in community provision. One borough is conducting their own review of voluntary sector infrastructure; another's CVS is taking a much clearer role in co-production - bringing together the community, professionals such as clinicians, commissioners and VCS organisations. Two boroughs refer to The Way Ahead in their VCS commissioning process.

5.33 Two boroughs said their work has not been influenced by The Way Ahead and a further two boroughs said they were not aware of The Way Ahead

5.34 The survey included some additional questions in the survey which sought to find out some more about the funding environment in each borough. This question asked if there was a local giving or crowdfunding programme in the borough. The responses are shown here in Figure 12.

Figure 12



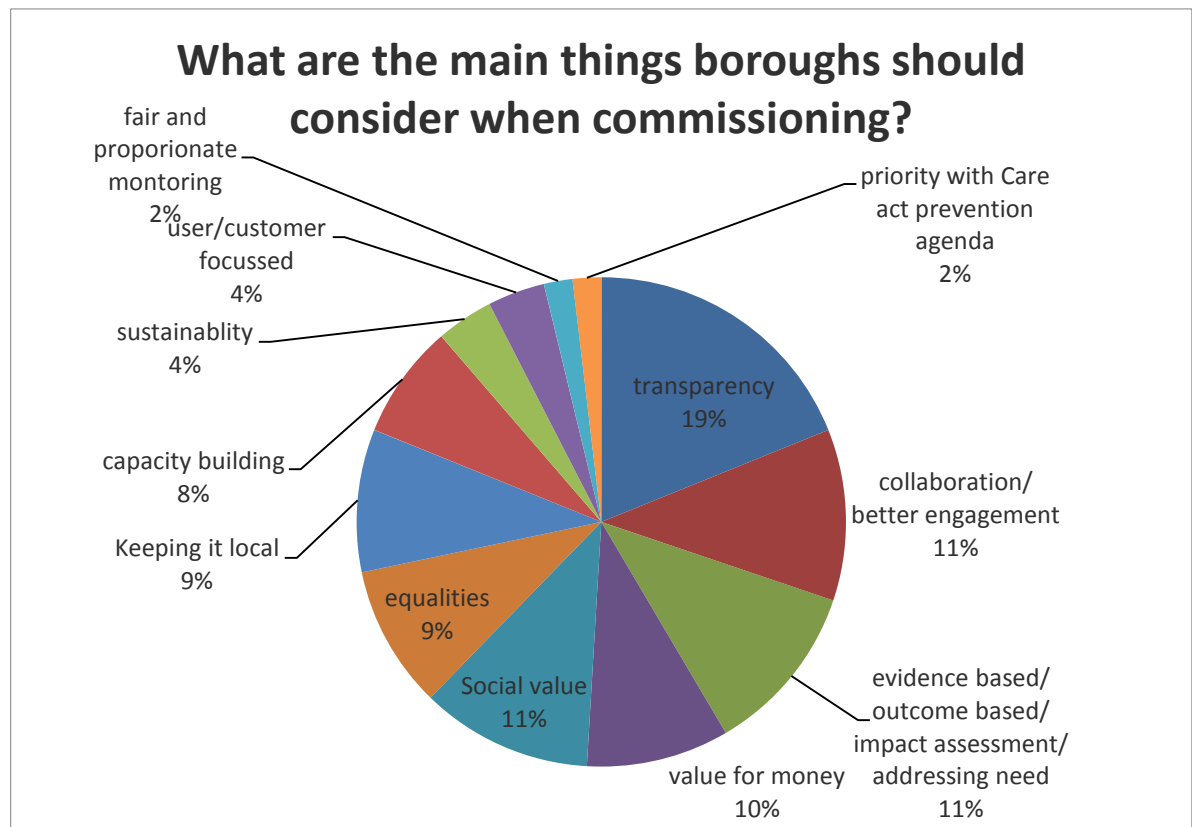
5.35 22 boroughs responded to this question, two did not. The majority (13) had a local giving or crowdfunding programme in their borough, and five were in the process of establishing such a programme. It is worth noting here that most boroughs said they did not have a prominent local funder within their borough e.g. Cripplegate Foundation in Islington or United St Saviour's Charity in Southwark.

5.36 London Funders have received additional funding (£300,000) from City Bridge Trust to continue its London Giving initiative which aims to help establish place-based giving models across the boroughs. Their figures say that there are 21 boroughs in total that have established or are establishing place based giving schemes.

5.37 Borough officers were asked "If there was a Common set of Principles for boroughs to consider when commission, what are three key things you would want to be included?"

each survey response gave three answers. These have been groups into similar themes and the summary of answers to this question is illustrated in Figure 13.

Figure 13



5.38 The answers were wide ranging but when grouped together seemed to converge under a number of similar themes as illustrated in Figure 13. Transparency, clarity of processes and information, meaningful involvement of residents, business and the boroughs and having a strong outcomes/ evidence base were the most common themes, closely followed by value for money and social value.

6 Next steps

6.1 The information will be used to help inform the distribution of the Cornerstone Fund in partnership with City Bridge Trust.

6.2 Through its participation in the Systems Change Group, the Steering group for The Way Ahead, London Councils have been in discussion with other organisations such as City Bridge Trust, GLA, London Funders and LVSC about the lack of data, information in the sector and also co-ordination of what is being collected. These organisations amongst others have indicated that they intend to collect various sets of information which can be said to be interconnected e.g. community, funding, health. London Councils is happy to be included in any work going forward to co-ordinate this information by e.g. a London Hub.

6.3 This report has only presented a selection of questions from the survey, it is our intention to analyse the full survey, continuing to encourage the remaining nine boroughs who have not completed the questionnaire to participate and share information with the sector initially through the System Change Group and the Borough Grants Officer Network. Borough officers have previously indicated that they would like to explore if there was any potential to align funding cycles and to better share information and good practise

7 Recommendations

7.1 Members are asked to:

- Note the results of the survey

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Appendices

Appendix one: List of boroughs that responded to the survey

Appendix two: results of questionnaire requesting information on Volunteer Centres – circulated and collated by LB Redbridge – May 2017

Background Papers

Grants Committee, Leadership in The Third Sector: The role of London Boroughs and London Councils. 13 July 2016 and 23 November 2016

Grants Committee, Grants Programme 2017-21, 9 March 2016

Leaders' Committee, Grants Programme 2017-21, 22 March 2016

Appendix One

List of Boroughs that responded to the survey

| |
|--|
| London Borough of Barking and Dagenham |
| London Borough of Barnet |
| London Borough of Bexley |
| London Borough of Brent |
| London Borough of Bromley |
| London Borough of Camden |
| City of London Corporation |
| London Borough of Ealing* |
| London Borough of Hackney |
| London Borough of Hammersmith and Fulham |
| London Borough of Haringey |
| London Borough of Havering |
| London Borough of Hillingdon |
| London Borough of Hounslow |
| London Borough of Islington |
| London Borough of Kingston upon Thames |
| London Borough of Lambeth |
| London Borough of Lewisham |
| London Borough of Newham |
| London Borough of Redbridge |
| London Borough of Richmond upon Thames* |
| London Borough of Southwark |
| London Borough of Sutton |
| London Borough of Westminster |
| Royal Borough of Greenwich |
| Royal Borough of Kensington and Chelsea |
| London Borough of Wandsworth* |

*Borough has agreed to complete survey but their answer will be received after this report has been written, their responses will be added to the results subsequently

Appendix Two

Volunteer Centres in London

According to GLV, 11 London boroughs have independent Volunteer Centres (i.e. they are independent charities and some cover more than one borough), 16 have Volunteer Centres that are hosted by the local CVS and 5 have Volunteer Centres that are hosted by other types of organisation.

| No. | London Borough | Do you have a volunteer Centre Yes/No | Is the Service Grant funded (G) or Commissioned (C) | Annual budget (If known) | Comments |
|-----|------------------------|---------------------------------------|---|--------------------------|--|
| 1 | Redbridge | Yes | Commissioned | £75,000 | Contract end date 31/3/2018. Likely to revert to grants due to significant match-funding contribution for current provider Redbridge CVS |
| 2 | Barking and Dagenham | | | | |
| 3 | Borough of Barnet | Yes | Commissioned | £80K | Contract is with Groundwork London whose Volunteering Barnet service is the registered volunteer centre for the borough. |
| 4 | Bexley | | | | |
| 5 | Brent | | | | |
| 6 | Bromley | Yes | Commissioned | £40K | |
| 7 | Camden | Yes | Commissioned | £49,000 | |
| 8 | City of London | Yes [Via Tower Hamlets VC] | Commissioned | £10,000 | |
| 9 | Croydon | | | | |
| 10 | Ealing | | | | |
| 11 | Enfield | Yes [its part of the CVS] | Grant | £195,000 pa | but this goes to the CVS and a contribution goes to running of the Volunteer Centre |
| 12 | Greenwich | Yes | Commissioned | £57,500 | For the period 2015-19. |
| 13 | Hackney | Yes | Grant | £40,000 | |
| 14 | Hammersmith and Fulham | Yes | Grant | 100,000 | |

| No. | London Borough | Do you have a volunteer Centre Yes/No | Is the Service Grant funded (G) or Commissioned (C) | Annual budget (If known) | Comments |
|-----|------------------------|--|---|---|--|
| 15 | Haringey | Yes | Grant | £40,000 | |
| 16 | Harrow | Yes | Commissioned | £75,000 | Delivered by Harrow Community Action as part of a Voluntary Sector support contract. |
| 17 | Havering | Yes | Grant | £56,000 | |
| 18 | Hillingdon | No | N/A | N/A | |
| 19 | Hounslow | Yes | Commissioned | £65,000 | Contract is with Groundwork London |
| 20 | Islington | Yes | Grant | Unknown | Budget Figure not readily available |
| 21 | Kensington and Chelsea | Yes | Grant | £118,500 | Core grant £118,500 Good Neighbours Prog. £15,000 Mentoring prog. £15,000 Ambassadors Programme £1,500 Adult Soc. Care Stepping Stones £20,000 Total from the Council = £170,000 |
| 22 | Kingston upon Thames | Yes | Currently Grant funded, soon to be commissioned. | Currently £35000 but likely to increase | |
| 23 | Lambeth | Yes | Commissioned | £102,000pa | Commission has just ended and LBL is not going to recommission a VC in Lambeth |
| 24 | Lewisham | Yes | Not funded by LBL | N/A | Volunteering part CVS's grant agreement |
| 25 | Merton | | | | |
| 26 | Newham | | | | |
| 27 | Richmond upon Thames | Yes | Commissioned | £67,000 | |
| 28 | Southwark | Yes (part of CVS) | Commissioned | £106,000 | [plus £317,730 for CVS role] |
| 29 | Sutton | | | | |
| 30 | Tower Hamlets | | | | |
| 31 | Waltham Forest | | | | |

| No. | London Borough | Do you have a volunteer Centre Yes/No | Is the Service Grant funded (G) or Commissioned (C) | Annual budget (If known) | Comments |
|-----|----------------|---|---|-----------------------------|----------|
| 32 | Wandsworth | No | N/A | N/A | |
| 33 | Westminster | | | | |