

Grants Committee

Leadership in the Third Sector: Work Plan Final Report Item 7

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Summary

At its meeting of 23 November 2016, the Grants Committee agreed that London Councils officers should:

1. Accept City Bridge Trust's invitation to work with them in a strategic partnership and with other major stakeholders to ensure boroughs' intelligence was represented in decisions on independent funding of voluntary sector infrastructure
2. Work with London Funders and other stakeholders on the implementation of the review into infrastructure, *The Way Ahead - Civil Society at the Heart of London*.

This was set out in a detailed work plan which was agreed by the Grants Committee. This report provides a third and final update on progress on this area of work, summarising the key achievements over the year and outlining the next steps in the wider area of work. This approach was endorsed by the Third Sector Leadership Sub-Committee at their meeting on 27 February 2018.

Recommendations

Members are asked to:

1. **Endorse** the direction of travel against the agreed workplan, noted in section 2 of this report and summarised at Appendix 1, and the draft outcomes of the Cornerstone Fund at Appendix 2.
2. **Note** the examples of local practice in commissioning the third sector and funding of civil society infrastructure support in Appendix 3.
3. **Endorse** the recommended Principles for Good Commissioning in Appendix 4 (to be taken forward by the Borough Grants Officers group)
4. **Note** the Communications Plan, which has been used to disseminate information and learning from the Leadership in the Third Sector workplan in Appendix 5
5. **Endorse** the steps which will be taken to continue this work. In particular, that from April 2018, the Strategy Director as a Trustee of London Funders, will maintain a direct link for the role of London Councils going forward.

1 Background

- 1.1 The London Councils Grants Review (July 2015 to March 2016) highlighted that the Grants Programme from 2017 should not include a priority solely focused on capacity building in the third sector. Following the review members of the Grants Committee agreed (on 9 March 2016) that London Councils' officers should work in collaboration with the City Bridge Trust to support its proposals for infrastructure support to voluntary and community sector organisations (civil society) in London.
- 1.2 *The Way Ahead - Civil Society at the Heart of London*, published in April 2016, focuses on the following key themes:
- the changing role of the state, voluntary and community sector (VCS) and funders of VCS
 - the need to support communities to co-produce shared solutions drawing on the strengths of the community (geographical or otherwise)
 - the need to provide strategic leadership and the role of pan-London resourcing (with the potential to bring together sources of funding in a London pool to fund the provision of support to the VCS)
 - that the VCS should be supported to create consistent quality services and manage the risks associated with their increased role in delivering outcomes.
- 1.3 A role was outlined for London Councils to:
- Support the involvement of VCS in decision making
 - Ensure consistent commissioning/funding of local support, working alongside the Greater London Authority (GLA), London Funders and the London Hub.
 - Provide a route to democratic accountability, and to influence the broader activities of London's local authorities' role within civil society.
- 1.4 Members agreed that officers make provision in the 2017-18 budget proposals for resources to cover London Councils officer time to support this work. The budget and work plan were agreed at the November 2016 meeting of the Grants Committee. The work plan and achievements are summarised in Appendix 1. The Leadership in the Third Sector (LTS) sub-committee agreed the direction of travel indicated in the workplan,
- 1.5 The aim of the Leadership in the Third Sector work was to influence all spheres of *The Way Ahead* from a borough perspective. The sub-committee agreed to support work that improves outcomes for London's diverse communities and champion a thriving

civil society that plays a pivotal role in the community.

2 Progress and Achievements

Grants Committee: Leadership in the Third Sector Sub-Committee (the Sub-Committee)

- 2.1 These principles proposed by the members of the Sub-Committee at their meeting on 12 September 2017 for support to the development of infrastructure support for London's third sector, were approved by the Grants Committee on 22 November 2017:
 - 2.1.1 Robust outcomes and impact for residents will be the key focus of infrastructure support (In line with the London Councils Grants Programme)
 - 2.1.2 New arrangements will a) strengthen infrastructure support across London; b) recognise borough identities and needs; c) be informed by local intelligence-led funding strategies
 - 2.1.3 London local government representation (members), through membership of appropriate groups, will support and inform the governance of the Cornerstone Fund and the London Hub, providing a strong local voice and democratic legitimacy
 - 2.1.4 The planning and development of infrastructure support will ensure that new arrangements are financially sustainable and do not become a potential cost to boroughs in the medium and long-term
 - 2.1.5 New arrangements, in particular services delivered from the London Hub, will provide greater efficiencies and will complement and add value to local community-based services.
- 2.2 The following long-term key indicators that will be used to measure (and demonstrate) the effectiveness of third sector leadership collaborative working were also agreed:
 - 2.2.1 Local third sector provision is complemented by new arrangements implemented through *The Way Ahead*
 - 2.2.2 Infrastructure support contributes to the development and maintenance of a strong, responsive, flexible and resilient civil society in London
 - 2.2.3 The development of new arrangements for infrastructure support is influenced by member representation on advisory groups for the London Hub, System Change Group and the Cornerstone Fund through a strong local government voice

2.2.4 High level principles for effective commissioning, developed with and supported by boroughs, enable civil society to better respond to the needs of London's diverse population.

Communication Plan

2.3 A communications plan was drawn up and has been worked to throughout the year. Outputs such as the principles, indicators and borough survey have been communicated to the various stakeholders as per the plan. The plan is provided in Appendix 4.

Borough Grants Officers

2.4 As mentioned in the previous update report dated 12 September 2017, the Borough Grants Officer sub group met four times during the project year and since then have fed into the following developments:

- The strategic principles for effective commissioning proposed in Appendix 4, and,
- The submission of examples of local practice in infrastructure support, commissioning and co-production which are provided in Appendix 3.

These pieces of work will be shared with the Systems Change Group to illustrate how boroughs are working with local civil society and communities in a variety of ways, demonstrating innovation and co-production.

Borough officers are now represented on the Hub and System Change advisory groups and will be providing the borough insight and feedback into *The Way Ahead* going forward and in turn feeding back to their fellow borough officers through the network.

The Borough Grants Officer sub group discussed commissioning services and the proportionality of procurement with reference to *The Way Ahead's* recommendation for "London Councils to ensure consistent commissioning/funding of local support". A note about this was presented to the December 2017 Heads of Procurement meeting. We await feedback and any suggested next steps from this forum.

360 Giving

2.5 Following the publishing of the current London Councils Grants Programme (2017-21) on the Grant Nav database in October 2017, the previous programme of 2013-17 has now also been published. Publishing our grants information in an open data format

on 360 Giving, joins up data and enables funders and charities to improve grant making practice and improve strategic planning, which in turn provides greater opportunities for efficiencies and reduction in duplication. Barnet and Southwark councils have also published their data and officers have continued to work with 360 Giving to encourage boroughs to publish their data in this format.

Greater London Authority (GLA)

- 2.6 London Councils recently fed into an early draft of the GLA's action plan for civil society, entitled *We Are All London*. The plan suggested an equal role for civil society working alongside "government and business" and is keen to strengthen relationships between civil society, local government and other agents e.g. business. Many of the recommendations complement both *The Way Ahead* and the outcomes of the LTS workplan, such as recognizing good local authority and civil society good practice and promoting data sharing. Recommendations include: spotlighting local authority good practice which would be welcomed by borough grants officers who have suggested a repository of good practice where they could share work. It is anticipated that this action plan will go out for wider consultation later this year.

On 16 February 2018, The GLA held a consultation meeting on London Social infrastructure as part of the draft London Plan. The invitation to this event was extended to all members of the System Change and Hub advisory groups as well as all members of the borough grants officer forum.

Borough Survey

- 2.7 Information from the borough survey conducted in June 2017 has been circulated within the sector, to the Hub, Cornerstone Reference and Systems Change groups, and to Members via a Members' Briefing. The associated infographics have also been uploaded onto the LTS page on the London Councils' website. There is more information regarding London civil society data in paragraph 2.9.1.

The Way Ahead: Systems Change Group

- 2.8 This group, which oversees the implementation of *The Way Ahead*, met in December 2017 with the newly refreshed membership, including elected member representation from Cllr. Bob Littlewood and borough officer representation, to take forward local authority input and influence. Other new members include representatives from grassroots and equalities organisations. The group will be working on implementation tasks such as a communication plan and to embed equalities in all activities. London

Councils has agreed to collate and share examples of local borough approaches for commissioning and civil society support (see Appendix 3).

The London Hub

- 2.9 The Hub Advisory group has been meeting monthly and now has elected member, Cllr. Paul McGlone, and borough officer representation. Between now and May 2018, the Advisory group will be working on implementing governance arrangements, a workplan, a communications plan and will shortly be recruiting a small staff team with a view to them being in post by June 2018.

The four key strands of work previously reported to this sub-committee have been further broken down to three key functions:

- 2.9.1. Data and intelligence: the GLA has set up a Datastore Redesign Group which is looking to add new sources of information relevant to London's civil society onto their London Datastore. It is envisaged that the Hub will work closely with the GLA to identify and facilitate the feeding of data from civil society to the datastore. The Hub Advisory Group has stated that they would like borough information of the kind collected in the borough survey to be included in this data going forward.
- 2.9.2. Networking: developing local, borough and London wide systems of support and peer support mechanisms and building communities of practice to help fellow community organisations going through transition or other difficulties, making fuller use of resources such as Funder plus offers. "Funder Plus" is the term used for support offered by some independent funders to third sector organisations to improve their capacity in addition to the grants awarded. These offers can be additional expertise or resources from inside the funding organisation or the means to purchase these externally.
- 2.9.3. Voice and Influence: providing a platform for the collective voice for the sector. At the LTS sub-committee meeting on 27 February, the example of the London Living Wage was given as an issue that the Hub could coalesce around; galvanising voice from the sector and how this could also dovetail with the Hub's other key function of data and intelligence and networking.
- 2.10. The work on the communications strategy will be followed by the website, branding and new name for the organisation.
- 2.11. Work is also underway to find a venue; it is hoped that the location of the Hub will be

considered creatively, for example, based in a tech start up. The LTS meeting in February discussed whether the Hub could have a more mobile approach i.e. move from borough to borough.

The Cornerstone Fund

2.10 City Bridge Trust is continuing work on the establishment of the Cornerstone Fund. Current local authority representation continues through the London Councils Priority Manager, as a member of the Cornerstone Reference Group, and the Strategy Director as a Trustee of London Funders. The final criteria and governance for the Fund remain in development, but an outcomes framework for the Fund was recently drafted and is currently being consulted upon. The framework was presented to the LTS sub-committee at its meeting on 27 February (provided in Appendix 2).

2.11 The Fund is seeking to achieve the following impacts for Londoners:

- Stronger, more resilient communities
- Opportunities and services to meet the needs of Londoners,
- Londoners able to influence policies at local, regional and national level, which reflect local need
- Improved outcomes for Londoners.

2.12 These draft outcomes complement the principles agreed by the LTS sub-committee, (listed in para. 2.1). Among the potential areas identified for funding are: improving collaboration, co-production, and strengthening voice and influence. It is worth noting that City Bridge Trust has recently launched its new five-year strategy, *Bridging Divides*. The Cornerstone Fund ties in with the new strategy, which will continue to offer funding to infrastructure organisations for organisational support work.

2.13 In November 2017, the Cornerstone Fund awarded funding to the London Hub for its establishment and the first year of operation. In addition, the London Councils Priority Manager was part of an assessment panel to consider further short-term funding for the infrastructure groups initially funded by the Bridge Fund in April 2017¹; to continue working with City Bridge Trust to share information and implement parts of *The Way Ahead* through their networks. Nine of the original 15 organisations have been awarded funding for a further six months until September 2018, when the criteria and governance arrangements are finalised.

¹ These organisations were former recipients of London Councils' Grants Programme Priority Four funding.

2.14 A second Funders' Roundtable meeting was held in early March to share the draft outcomes with other London funding organisations, and hold further discussions on the possibilities of contributing to (or aligning some of their grants giving with) the Fund. Discussions remain ongoing, but a number of funders did declare an interest. At the meeting, London Councils' affirmed that the Grants Programme is an important contributor to the funding available in London, and its principles align with the desired impacts of the Cornerstone Fund.

3 Next Steps

- 3.1 Grants Committee agreed a budget for the LTS work, which comes to an end in March 2018. Boroughs are now engaged in groups to ensure relationships and influence are maintained and continue to contribute to the developments in third sector support such as the Systems Change Group and the Hub Advisory Group. Borough representatives will feed back to the wider borough officer group in their network meetings which are also attended by representatives from London Funders, who will in turn, provide further updates on *The Way Ahead*.
- 3.2 Elected Members are also represented on the System Change and Hub Advisory groups.
- 3.3 Between this meeting and end of March 2018, London Councils will continue to contribute to groups and events such as the data collection and analysis group, coordinated by the Hub and the GLA, which is aiming to provide an evidence base for the needs of London's communities and civil society.
- 3.4 From April 2018, Members and boroughs will be kept informed of developments with the Cornerstone Fund by the Strategy Director, who is a Trustee of London Funders.

Recommendations

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- 2. **Note** the examples of local practice in commissioning the third sector and funding of civil society infrastructure support in Appendix 3.
- 3. **Endorse** the recommended Principles for Good Commissioning in Appendix 4 (to be taken forward by the Borough Grants Officers group)
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5. **Endorse** the steps which will be taken to continue this work. In particular, that from April 2018, the Strategy Director as a Trustee of London Funders, will maintain a direct link for the role of London Councils going forward.

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Appendices

Appendix One - Work Plan agreed by Grants Committee on 23 November 2016, progress on work done and direction of travel, to date

Appendix Two - Draft Outcomes Framework for Cornerstone Fund

Appendix Three – Examples of local authority approaches to commissioning and civil society infrastructure support

Appendix Four – Proposed Principles of Good Commissioning

Appendix Five - Leadership in the Third Sector Communication Plan

Background Papers

Grants Sub Committee: Leadership in the Third Sector, London Councils' Survey of boroughs on Third Sector Infrastructure, 12 September 2017

Grants Committee, Leadership in the Third Sector: Update on London Councils Work Plan, 12 September 2017

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

Leadership in the Third Sector (LTS) Workplan Work plan progress February 2018

Aims	Objectives	Progress to date	Direction of Travel
1. To provide local government leadership in the third sector on behalf of the boroughs, representing their coordinated voice	<p>Identify what third sector infrastructure support is happening in each borough</p> <p>Identify commissioning styles, tools/intentions and timetables across the 33 boroughs.</p> <p>London Councils publishes its grant funding on 360funding (www.threesixtygiving.org) and encourages local authorities to do so as well</p> <p>Provide analysis and information on strategic issues</p> <p>Participation in System Change, Hub and Cornerstone Reference Groups</p> <p>London's leaders provide representation and leadership</p> <p>Help to shape framework for third sector infrastructure in London (develop existing intelligence or commission new research)</p>	<p>Borough survey completed and reported to the sub-committee and Grants Committee. Member briefing produced on Findings and also shared with the boroughs and other key stakeholders</p> <p>Information on local approaches to commissioning and procurement has been collected. Borough officers have helped to draft principles for good commissioning.</p> <p>London Councils' funding awards for 2013-17 and 2017-21 have been published on 360Giving</p> <p>A note on the issue of procuring the third sector was presented to the Heads of Procurement meeting in December 2017</p> <p>There is now elected member representation on the System Change Group and the Hub Steering group</p> <p>Borough survey information contributed to City Bridge's commissioned research on civil society infrastructure funding in London</p>	<p>Strategies, tools and good practice</p> <ul style="list-style-type: none"> - Shared set of strategic priorities and shared commitment to tackle them - Improved communication between the boroughs, London Councils and the third sector about priorities - Members better informed on borough wide third sector successes - Better informed overview of the third sector and its achievements across London. - London Councils supports good practice in commissioning models
2 To provide a voice for London's boroughs in the implementation of change across the third sector, allowing boroughs to input in a way that is an efficient use of their resources.	<p>Set up a sub group of Borough Grants Officers</p> <p>Gather borough intelligence on engagement with civil society</p> <p>London Councils to contribute to the Systems Change and take forward actions resulting from the Way Ahead Report</p>	<p>Borough Sub group established and four meetings held, kept informed and contributed to The Way Ahead's task and finish groups and events.</p> <p>Information has being gathered to provide examples of local practice</p> <p>There is now borough officer representation on</p>	<p>Future shape of voluntary sector infrastructure</p> <ul style="list-style-type: none"> - Articulation of the needs of London and the future of the third sector in the Capital (ensuring the differing needs of localities are recognised) - Boroughs' differing strategic

Aims	Objectives	Progress to date	Direction of Travel
	<p>Establish key indicators that demonstrate how boroughs will benefit from collaborative work.</p> <p>Gather borough intelligence on how boroughs are engaging with civil society</p> <p>Become a central resource of information on London's civil society infrastructure</p> <p>London Councils contribution to the Systems Change Group (and other relevant regional/sub regional networks) provides strong borough input</p>	<p>both the Systems Change Group and the Hub Steering Group.</p> <p>Key indicators for this work agreed by Grants Committee in November 2017</p> <p>London Councils is a member of a data analysis group led by the Hub and have also contributed to the GLA Civil Society draft Strategy which includes proposals for data collection and dissemination.</p>	<p>approaches to third sector are analysed and shared</p> <p>Demonstrable Borough Benefit</p> <ul style="list-style-type: none"> - Boroughs have evidence to determine if the needs of residents/local areas are being met through collaborative working, potentially leading to opportunities for joint commissioning
<p>3. To work in partnership with City Bridge Trust regarding the distribution of funding for support services to the third sector reflecting on local knowledge and strategic issues</p>	<p>Influence spending from the Cornerstone Fund (c£3m plus potential additional funding from other funders) and facilitate the relationship between the Cornerstone Fund and the boroughs</p> <p>Membership of group influencing funding for support services to the infrastructure organisations, to help shape any future available funding for London third sector</p> <p>Gather intelligence on local issues, approaches, concerns, gaps and needs and provide an analysis of lessons learnt from London Councils London-wide commissioning of regional infrastructure to inform the Cornerstone Fund</p> <p>Collaborate on piloting approaches that support infrastructure organisations.</p> <p>Analyse and articulate views of boroughs on third sector support</p>	<p>London Councils remains a member of the Cornerstone Reference Group chaired by CBT and the borough survey findings contributed to CBT/Rocket Science research which has helped to steer the formation of the Fund.</p> <p>London Councils has worked with CBT on a number of Forums regarding support for civil society such as Systems Change Group and the Hub steering group</p> <p>City Bridge Trust awarded ring-fenced funding to organisation previously funded under priority to enable them to retain expertise to engage their stakeholders in co-producing plans for The Way Ahead</p> <p>London Councils was part of a funding panel which assessed continuation funding from the Bridge Fund for these organisations to continue engaging with The Way Ahead</p>	<p>Strategic Partnership with Independent funders</p> <ul style="list-style-type: none"> - Borough needs are articulated to independent funders, helping them to develop strategy to address those needs. - London Councils has clear role in governance on behalf of boroughs <p>Stronger Communities</p> <ul style="list-style-type: none"> - London's third sector infrastructure is provided with support which underpins meeting the needs of the boroughs and their residents and workers. - All civil society support provided identifies problems and acts as a stimulus for change; leading to a stronger, more resilient third sector and increased economic, social and environmental development. <p>Borough Influence</p>

Aims	Objectives	Progress to date	Direction of Travel
	Collaborate on developing performance management indicators that measure the impact of the Cornerstone Fund across London		<ul style="list-style-type: none"> - Any London pool of funding for Voluntary sector infrastructure is fully informed by boroughs' needs. <p>Stronger Sector</p> <ul style="list-style-type: none"> - Through this funding pool, support is commissioned to enable local communities to become more resilient through a capable, stable third sector.

DRAFT Outcomes Framework for Cornerstone Fund

The ultimate goals of the Way Ahead are **a thriving Civil Society which is adaptable, resilient, collaborative, sustainable and driven by communities, which will lead to improved outcomes for Londoners** – reduced inequality, opportunities for all, people able to access the support they need, greater control over their lives, able to influence change for the better, and a sense of pride in their communities. This aligns with City Bridge Trust's *Bridging Divides* strategy 2018 – 2023 whose **vision is for London to be a city where all individuals and communities can thrive**.

What the Cornerstone Fund seeks to achieve:

Impact for Londoners	Long term outcomes	Short term outcomes		Activities of support organisations
Stronger, more resilient communities	Thriving civil society Community and voluntary groups are effectively supported to deliver their mission and goals	Civil society is able to access the right support from the right place at the right time from a range of key partners	CAPACITY & CAPABILITY	Information briefings
				Capacity building support
		Peer learning		
	Improved use of civil society assets and resources			Specialist resources and technical advice
				Workforce, trustee and volunteer development including Leadership
Opportunities and services meet the needs of Londoners	Improved access to and use of lived experience and data by all stakeholders informs service design and policy -making	High quality services are co-designed with community, meeting community need, drawing on community assets	CO-PRODUCTION	Embed/promote co-production to gather intelligence on community needs and solutions
		Improved understanding of how to access and use research and data to provide more responsive services		Intelligence gathering, research and analysis, and data sharing
Londoners able to influence policies at local, regional and national level which reflect	Increased knowledge and take up of opportunities to influence policy	Increased awareness of sources of support to facilitate campaigning activities	VOICE & INFLUENCE	Campaigning

local need	Londoners have increased voice and influence	Increased confidence and skills to take part in decision making		Enabling community leadership
		Increased opportunities to take part in decision making		Representation (Advocacy)
		Stronger engagement in decision making at local, regional level and national level		Influencing and voice
Improved outcomes for Londoners	Improved collaboration between organisations and across sectors	Improved co-ordination between support organisations and Improved cross-sector networking	COLLABORATION	Partnership development, networking and collaboration activities

Definition of civil society

Civil society is where people take action to improve their own lives or the lives of others and act where government or the private sector don't. Civil society is driven by the values of fairness and equality, and enables people to feel valued and to belong. It includes formal organisations such as voluntary and community organisations, informal groups of people who join together for a common purpose and individuals who take action to make their community a better place to live. Civil society encompasses individuals, informal groups and formally constituted organisations that take action to improve communities' lives.

Assumptions

- Thriving civil society support organisations make positive contributions to civil society and thereby lead to better outcomes for Londoners
CIVIL SOCIETY SUPPORT + THRIVING CIVIL SOCIETY = IMPROVED OUTCOMES FOR LONDONERS
- Networking and partnership working will lead to increased collaboration between beneficiaries, funders, and policy leads
- Organisations have the capacity and appetite for collaboration and change, this includes the effective resourcing of organisations so they have the capacity for collaboration and or change
- Skilling up the civil society workforce will improve practice and influence the direction of activities and leadership
- Best practice can be shared and replicated
- Data available is of the right quality and can be readily shared
- Key routes and locations for decision making (including the public sector and private sector, funders and civil society) are open to co-production and influencing from communities
- That there is sufficient resourcing on offer from across the public, private and independent funding community to make the change required
- Communications processes can engage diverse ranges of cross sector stakeholders, including the business sector

Examples of Borough Approaches to Civil Society Commissioning:

The Leadership in the Third Sector Sub Committee sought examples of a range of commissioning approaches across London Through the Borough Grants Officer Sub group, the full Borough Grants Officer forum and the bulletin sent by the EI team, borough officers were asked to submit examples of approaches their borough took regarding:

- a) work with their local CVS/volunteer centre or other infrastructure group that illustrates how your borough is supporting civil society organisations to thrive, be sustainable and/or is collaborating with (co-production) and empowering communities.
- b) commissioning – where this is being made more consistent/ collaborative across your borough, sub-region or departmentally.

From the responses summarised below, it can be seen that there is no one approach that can fit all boroughs. Approaches are influenced by local need, available budget, demographics etc. It appears that at the heart of each borough's approach there are commonalities such as being locally focussed, community engagement, working in partnership/ having a collaborative approach, which echoes much of the asks of *The Way Ahead*. It demonstrates the will of boroughs to co-design services with local communities and organisations where possible.

London Borough of Bromley
<p>This borough commissions a range of primary intervention services from the third sector. Bromley third sector partners have created a Community Interest Company (CIC) for the council to contract with. The CIC is made up of the key strategic partners in the borough. The borough's contract will be with the CIC and they will distribute the funding accordingly.</p> <p>The CIC is realigning to support the most vulnerable people in Bromley in a wide range of areas such as carers support services, support for elderly frail residents, services for adults with physical disabilities and with learning disabilities, employment and education support and also a single point of access (typically done by Citizens Advice Bureau) which would signpost people to support, welfare benefits advice, debt management.</p> <p>The key outcomes for this work are to support people going through the integrated care networks – those presenting with the most complex needs but not yet eligible for social care and can be supported to remain well and as independent as possible. The borough felt it was more cost effective to commission one organisation but recognised that their residents rarely require support from just one organisation, so felt it was important to bring together how these services were accessed.</p> <p>This has been a joint procurement process with LB Bromley and the Clinical Commissioning Group (CCG) with funding from both organisations and the Bromley Community Fund. Like many other London Boroughs, Bromley is moving away from traditional grant funding to procure outcomes for residents.</p> <p>Bromley has also set aside a 15 percent innovation fund which the CIC will use to support the development of smaller third sector organisations, and target more special third sector resources where it is most needed.</p> <p>Bromley used a dialogue process to commission and did approximately one year of engagement beforehand to get the various agencies on board with what they wanted to achieve. The specification was structured in such a way that whoever won the bid needed to have local knowledge or work with local partners. The council has also set aside significant resources to support the CIC in its development.</p>

London Borough of Sutton

The Sutton Plan is a new model of public services for the benefit of residents, galvanised by the aim of “constructing coherent, place-based services built around residents’ needs, rather than institutional loyalties”. The plan is the result of the bringing together of the council, public sector partners, businesses and the voluntary sector.

The plan has five principles:

1. Think Sutton first – prioritise the needs of the borough rather than any single organisation throughout our work as a partnership
2. Work across sectors – we will build and maintain partnerships across all the borough sectors working together toward achieving their shared vision and objectives
3. Get involved early – tackle the causes of problems, not merely react to their symptoms. We will look beyond traditional services for ways to tackle the root causes of social problems and disaffection.
4. Build stronger self-sufficient communities – to help communities work together and in partnership with other local organisations.
5. Provide coordinated, seamless services - reduce service duplication and enable as much care and health support as possible to take place at home and in the community

The intention is that the work will be shaped, governed and delivered in partnership so that local organisations and people understand what The Sutton Plan means for them and their work.

The plan prioritised these initiatives over the next year:

1. Tackling domestic violence and abuse.
2. Early help to young families at risk of disadvantage – bringing together midwives, health workers, children’s centres, social workers and the voluntary centres to create a single point service.
3. Support for older people – requires a step-change in our health and social care integration efforts.
4. Making Sutton a more attractive place to live and work for all age groups – to address the loss to the local economy of the 20-40 year old age cohort, this is work to promote investment in the borough’s growth and development.

In addition, Sutton has Citizen Commissioners, volunteers who are involved in all stages of their commissioning decisions. They were involved in the commissioning of Age UK Sutton as the lead partner on their supporting older people work. There are also Young Commissioners, aged 12-18 representing the voice of young residents, they have been involved in the Sutton Fairness Commission which examines issues of diversity and equality in the borough. Both groups were involved in the commissioning process for the information and advice service.

London Borough of Camden

Camden Community Impacts, launched in April 2017, is a cornerstone of the council’s VCS strategy; it aims to support partnership working with the VCS to help address ingrained issues and provide an opportunity to engage with partners about how to deliver local priorities. It also aims to invest in preventative and “upstream²” activity carried out by the VCS. Approximately £800k will be available per annum for four years 2017-2021.

The programme seeks to support a close partnership and co-design approach between the Council and the VCS. This will enable two of the three objectives agreed by their cabinet to be realised:

- Increase the opportunities for VCS expertise and knowledge to inform the design and delivery of preventative support so that we can improve outcomes for our residents.

² Policy approaches that affect large populations through regulations, increased access or economic incentives.

- Build resilience in our communities by collaborating to make the most of the added social value which VCS brings attracting new funding into the borough.

Camden Community Impacts aligns with the Council's ambition to tackle ingrained social problems that public sector organisations struggle to overcome, known as The Camden Plan. This plan is clear that partnerships have to work differently and more collaboratively in the future. Camden recognises a new strategic relationship with the VCS is vital and they wish to use Camden Community Impacts to:

- Identify and prioritise social ingrained problems
- Address inequalities
- Learn from the benefits of a collective impact approach
- Help to develop and work towards systems change.
- Take a preventative and upstream approach through co-produced VCS activity

Workshops and 1-2-1 meetings have been held with a mix of council officers, VCS (large and national, small and local), commissioners and the relevant portfolio holders to discuss different ideas for collaborative and preventative activities, how they could organise as a partnership to deliver activities, including pros and cons of existing approaches, and what resources already exist in Camden that could be utilised and what additional resources would be needed to deliver effective activities.

Through co-design the borough partnership team is currently working with the VCS in partnership across areas linked to the following key principles:

- Learn from new ways of working – to test new approaches in light of national austerity and budget cuts.
- Lead through partnership and co-design – to increase capacity and sustainability in the VCS
- Tackling ingrained social issues
- A preventative and upstream approach to help the local community before crisis points are reached
- Bringing a closer connections to communities
- Highlighting the value of Camden's VCS

London Borough of Southwark

The London Borough of Southwark developed a new voluntary sector strategy in 2016, its key objectives are:

- Improving outcomes for residents that reduces and prevents future demand on high cost, high demand services.
- Sustaining and building strong, cohesive communities where no one group or community is left behind.

The strategy recommended that a new cross-sector strategic approach to commissioning was put in place by the Council and the Clinical Commissioning Group (CCG) working together with the VCS who are responsible for the implementation of the framework.

A cross sector group met to identify ways in which commissioning could be improved. They produced a new framework which sets out the overall vision for what commissioning could achieve. The future model of commissioning would be outcomes focussed, without a reliance on a detailed specification of what services are to be delivered. Part of the framework is illustrated below:

To build and sustain strong, cohesive communities where no one group or community is left behind.				
Safer communities	Healthier communities	Engaged communities	Greener communities	Vibrant communities
Residents have an improved understanding of their rights and responsibilities resulting in greater community ownership	Residents have improved access to community services	Residents are given more opportunities to provide feedback that improves services	Residents are more able and willing to access community spaces especially local green spaces	More young people feel ready to engage with their education
Residents feel safer where they live, work or socialise and know where to get support	Residents and their families and carers are fully involved in planning their care and feel services are provided in a holistic way	Residents have increased opportunities and support to volunteer	Residents and organisations are more able to look after designated green spaces	More young people feel ready for work, to train or able to start and grow their own business

This outcomes framework will act as a single commissioning plan for the council and CCG providing a framework “where impact can be measured by the contribution made by the VCS to establish and sustain strong and flourishing communities”. To deliver this approach of commissioning for outcomes, commissioners will work with local people and providers “to maximise the value from public money across the social environmental and economic bottom line”.

Southwark Council produces a voluntary sector funding database annually to detail the voluntary, community and faith organisations that receive funding to provide a range of services. This information has been formatted to the 360 Giving standard and is checked against the Commissioning Forward Plan to create a complete picture of council spend on the VCS.

Recognising the contribution made by the VCS not just as a service provider but as a strategic partner is essential to taking a whole systems approach to commissioning. The aim of co-producing services as part of the commissioning cycle is to maximise the sharing of knowledge and the opportunities offered by effective partnerships. This means that there will be less emphasis on the more target driven quantitative approach to delivering outcomes which is a feature of a client / provider split.³ The Outcomes Framework is reviewed annually to ensure it remains relevant and to review any gaps and make amendments.

³ New commissioning Model and Common Outcomes Framework for the Voluntary and Community Sector , LB Southwark, 31 October 2017.
<http://moderngov.southwark.gov.uk/documents/s71623/Report%20New%20Commissioning%20Model%20and%20Common%20Outcomes%20Framework%20for%20the%20Voluntary%20and%20Community%20Sector.pdf>

Infrastructure/ civil society support:

Southwark commissions Community Southwark to be the umbrella organisation for the VCS in the borough. This organisation acts as the voice for the sector and provides support services, including support for volunteering and social action. Within the council, there is recognition at senior political and officer level of the value of an infrastructure/ umbrella body and provides core funding in the form of a contract and service specification.

Community Southwark's ultimate mission is to support the VCS to be better placed to deliver outcomes and impact for communities. The organisation is clearly based in the community:

- providing effective leadership, good governance, adequate resources, maintaining the trust of the VCS, evidencing impact, and providing effective interface and engagement structure between VCS and communities and public bodies.
- contributing to delivery of key shared objectives - supporting delivery of statutory functions by public bodies – e.g. safeguarding.
- Contributing to local economy in capacity building the VCS as an employer and provider of pathways to work and volunteering opportunities.

London Borough of Lambeth

Sustainable procurement practice at Lambeth is guided by their Responsible Procurement Policy. This requires procurement officers to consider the economic, environmental and social aspects of the purchases they make and the contracts they place. As with all local authorities, Lambeth's procurement and commissioning officers must follow the Social Value Act and take it into account when undertaking procurement or commissioning projects. Lambeth has a policy of requiring all contractors pay the London Living Wage or Living Wage and providing employment opportunities for Lambeth young people as a priority.

Consultation will be particularly relevant when considering procurements for services which are delivered directly to citizens. The voluntary and community sector, along with other providers and interested groups, should be engaged from the earliest stage to help shape policies, programmes and services.

LB Lambeth is currently in the early stages of drafting a new VCS strategy that sets out a framework for the relationship between the local public sector and the VCS, after consultation with local organisations and groups in 2017. This borough does not currently fund or commission a CVS in the borough however, they are drafting a specification for VCS support.

Lambeth has established an initiative 'Lambeth Funders Forum', chaired by London Funders, which periodically brings together most of the trusts and charities that are based in and/or have invested in Lambeth's community and voluntary sector projects and programmes. This is having a positive impact on how common priorities and areas of funding and investment can be better coordinated and targeted to achieve better outcomes.

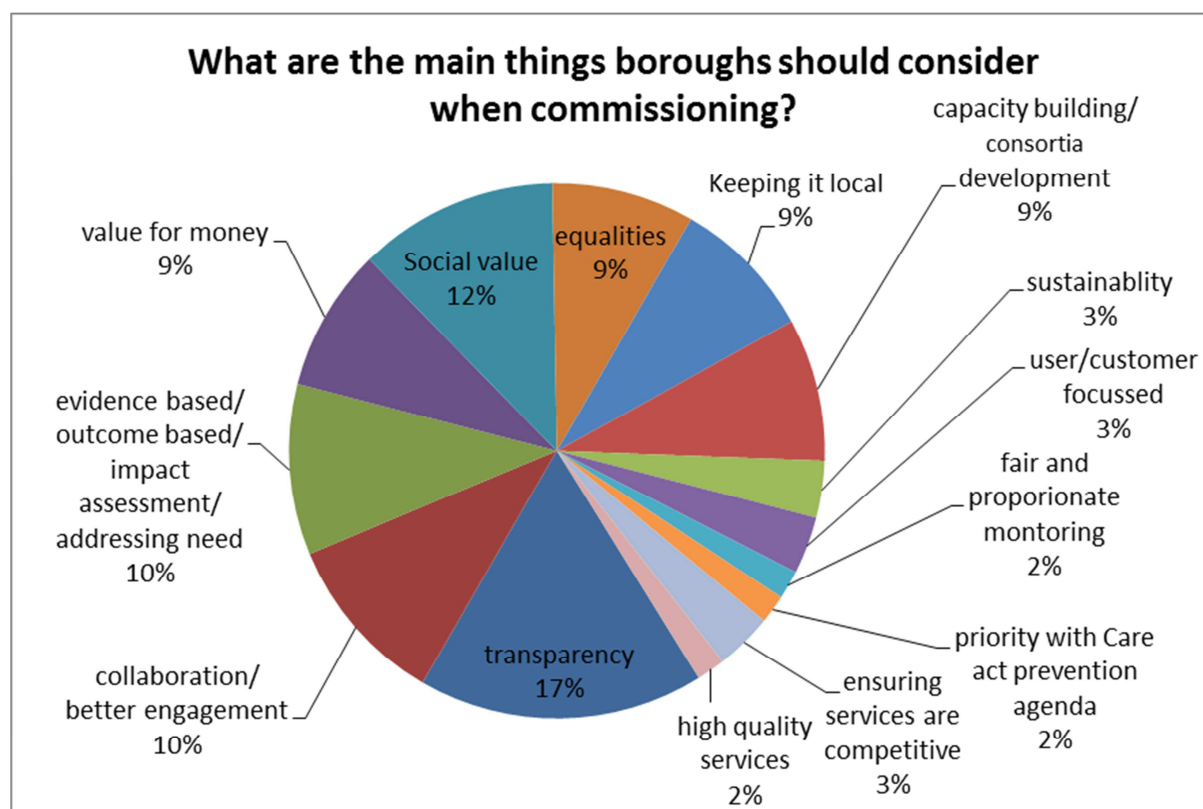
These examples align with and tangibly reflect the key principles of this LTS work, as endorsed by this sub-committee and approved by the Grants Committee in November 2017:

- Robust outcomes and impact for residents will be the key focus of infrastructure support (In line with the London Councils Grants Programme)
- New arrangements will: a) strengthen infrastructure support across London; b) recognise borough identities and needs; c) be informed by local intelligence-led funding strategies

- London local government representation (members), through membership of appropriate groups, will support and inform the governance of the Cornerstone Fund and the London Hub, providing a strong local voice and democratic legitimacy
- The planning and development of infrastructure support will ensure that new arrangements are financially sustainable and do not become a potential cost to boroughs in the medium and long-term
- New arrangements, in particular services delivered from the London Hub, will provide greater efficiencies and will complement and add value to local community-based services.

Principles for Good Commissioning

The survey of boroughs on third sector infrastructure carried out in 2017 asked borough grants officers what they thought a set of common principles for good commissioning should include. The summary of their answers can be seen here:



In addition, borough officers also commented on the report by *The Way Ahead's* Task and Finish Group on *Consistent Commissioning and Funding*, one of their recommendations being that “a best practice standard for civil society friendly commissioning and procurement should be adopted and promoted”.

The following proposed Principles for Good Commissioning have been developed from these pieces of work, examples from borough officers of principles and practice in their own boroughs demonstrate some commonality in approach:

- Keep it Local – being people and/or place focussed, mapping and developing relationships with local organisations
- Being outcomes focussed/evidence based
- Social Value – to look beyond the price of the individual contract and look at the collective benefit to the wider community
- Value for money
- Building capacity
- Collaborative approach/ developing consortia
- Transparency

While it is recognised that many boroughs have their own principles of good commissioning, it was felt that these overarching principles could be endorsed by boroughs as an overall aspiration. These principles are also consistent with the National Audit Office's Principles of Good Commissioning.

At the LTS sub-committee meeting, Members wanted to draw out the following principles in addition:

- Local should not just mean locality, and should also mean communities for example, the LGBT community.
- The principles should include a focus on the quality of services.
- The principle should have a service user focus.

Appendix 5

Priority 8: Leadership in the Third Sector (LTS) – Communications Plan

Item	Target audience(s)	Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
Survey results	<ul style="list-style-type: none"> Members Borough officers incl. borough officer sub group Grants Committee The Way Ahead (TWA) system change group⁴ Wider voluntary sector Other key stakeholders 	<ul style="list-style-type: none"> What infrastructure is currently being funded in London, how it is funded. What is being delivered. The majority of London boroughs do support their local Centre for Voluntary Services (CVS) and fund infrastructure organisations other than, or in addition to the local CVS and volunteer centre The majority of boroughs are awaiting more information from TWA before they decide if/how to incorporate it into their work 	<ul style="list-style-type: none"> Full report Infographics of key points 	Priority Manager	September 2017	complete
Members briefing on The Way Ahead and Borough survey results	<ul style="list-style-type: none"> Members of LTS and grants committee 	<ul style="list-style-type: none"> Background on the Way Ahead and what London Councils is doing on this issue Boroughs remain the biggest funders of local civil society infrastructure Borough intelligence is being fed into the shaping of the Cornerstone Fund and the hub 	<ul style="list-style-type: none"> Posted online Infographics 	Priority Manager	October 2017	complete
Principles for LTS work	<ul style="list-style-type: none"> Members Borough officers incl. borough officer sub group Grants Committee The Way Ahead (TWA) system change group Wider voluntary sector Other funders/ Key stakeholders e.g. GLA 	<ul style="list-style-type: none"> In line with the LC Grants programme boroughs, focus is on outcomes and impact for residents. Boroughs remain an asset to VCS support Any new arrangements must: <ul style="list-style-type: none"> strengthen infrastructure support across London take into account borough identities and needs be financially sustainable provide greater efficiency Be mindful that other services will continue to be best provided at community level, where budgets allow. 	<ul style="list-style-type: none"> LTS sub group minutes Grants Committee minutes 	LTS Sub Committee, Priority Manager	Approved by Grants Committee November 2017	complete
Principles for good commissioning	<ul style="list-style-type: none"> Members Borough officers incl. 	<ul style="list-style-type: none"> Boroughs employ a myriad of ways to commission and support third sector 	<ul style="list-style-type: none"> Reports to: LTS Sub committee, 	BGO sub group, Priority Manager,	February – March 2018	ongoing

⁴ System Change Group is the steering group for The Way Ahead represented organisations include: City Bridge Fund, London Funders, GLA, borough grants officers, business, and third sector infrastructure groups.

Item	Target audience(s)	Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
and Examples of local authority commissioning and civil society support	borough officer sub group <ul style="list-style-type: none"> • Borough commissioners • Grants Committee • The Way Ahead (TWA) System Change Group • Wider voluntary sector 	<ul style="list-style-type: none"> • These approaches echo The Way Ahead's recommendations of being locally based, co-produced, valuing people over institutions 	Grants committee <ul style="list-style-type: none"> • Feedback to BGO sub group • Borough grants officer meeting • Systems Change group meeting. 	Borough grants officers		
Key achievements of LTS work	<ul style="list-style-type: none"> • Members • Borough grants officers • Grants Committee • The Way Ahead (TWA) system change group • Wider voluntary sector • Other key stakeholders 	<ul style="list-style-type: none"> • Boroughs have influenced the design of elements of The Way Ahead, including the Hub and the Cornerstone Fund • Borough intelligence from survey has been shared with City Bridge Trust and other key stakeholders incl. The Way Ahead. • Elected Members have joined the Hub and System Change Steering groups • Principles on commissioning • Publishing of London Councils' funding on 360 Giving and encourage boroughs to publish their data. 	<ul style="list-style-type: none"> • Members briefing • Case studies • Grants committee report • Borough grants officer meetings 	Priority Manager	March2018	ongoing

