

Agenda for a meeting of the Corporate Overview and Scrutiny Committee to be held on Tuesday, 5 October 2021 at 5.00 pm in Council Chamber, City Hall - City Hall, Bradford

Members of the Committee – Councillors

LABOUR	CONSERVATIVE	LIBERAL DEMOCRATS	INDEPENDENT SOCIALIST
Azam Tait S Akhtar D Green Arshad Hussain Nazir	Bibby Riaz	J Sunderland	Jenkins

Alternates:

LABOUR	CONSERVATIVE	LIBERAL DEMOCRATS
Dearden Hussain T Hussain Salam Shafiq Wood	Birch Nazam	Griffiths

Notes:

- Please note that under the current circumstances only Members and Alternates on the Committee will receive paper copies of the agenda, however the agenda and reports can be viewed on the Councils agenda and minutes website five clear working days in advance of the meeting.
- Given the restrictions on room capacity, any Councillors and members of the public who wish to make a contribution at the meeting are asked to email yusuf.patel@bradford.gov.uk by **mid-day on Friday 1 October 2021** and request to do so. You will then be advised on how you can participate in the meeting.
- On the day of the meeting you are encouraged to wear a suitable face covering (unless you are medically exempt) and adhere to social distancing. Staff will be at hand to advise accordingly.

From:

Parveen Akhtar
City Solicitor

Agenda Contact: Yusuf Patel

Phone: 07970 411923

E-Mail: yusuf.patel@bradford.gov.uk

To:

A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Yusuf Patel - 01274 434579)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

No referrals were made at the time of the publication of the agenda.

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. Network Infrastructure Development for Bradford District

1 - 8

The Strategic Director Corporate Services will submit a report (**Document “I”**) which informs the Corporate O&S Committee of the intention to go to market to procure a network infrastructure partner to deliver full fibre gigabit network infrastructure for the Council and the Bradford Learning Network (BLN) and obtain scrutiny and any suggestions on the proposals. The procurement will achieve significant social value by way of increased investment in gigabit connectivity for large parts of Bradford and can be delivered within existing expenditure levels. No capital funds or additional revenue is sought.

Recommended –

The O&S Committee is asked to note and consider the recommended option 3 set out in Document “I”, to procure a network infrastructure provider for 20 years and a network services provider will be procured on a 3 to 5-year contract. The Strategic Director Corporate Resources in conjunction with Director of Finance & IT to appoint a provider, subject to the cost being within existing budget provision.

(Paul Wilson - 07812 490703)

6. VOLUNTARY COMMUNITY AND ENTERPRISE SECTOR (VCSE) INFRASTRUCTURE PROCUREMENT STRATEGY

9 - 106

The Strategic Director Place will submit a report (**Document “J”**) which advises of the forthcoming procurement of a combined VCSE

contract for services with a value in excess of £2 million in line with the requirements of Contracts Standing Orders (CSO 7.2.1) prior to the commencement of the procurement process.

Recommended –

That the Overview & Scrutiny Committee consider and comment on the forthcoming procurement of a combined VCSE contract.

(Ian Day - 01274 433507)



Report of the Strategic Director Corporate Services to the meeting of the Corporate Overview & Scrutiny Committee to be held on Tuesday 5 October 2021

Subject:

Network Infrastructure Development for Bradford District.

Summary statement:

This report makes the case to go to market to procure a network infrastructure partner for 20 years to deliver full fibre gigabit network infrastructure for the Council and the Bradford Learning Network (BLN). In doing so it will also deliver significant social value by the way of investment in gigabit connectivity across large parts of Bradford District, that would otherwise be “left behind” for some years using inadequate broadband.

EQUALITY & DIVERSITY:

This action will contribute to “Working with our partners and the district's many communities to understand and meet the needs of individuals and communities, and improve their opportunities, wellbeing and ability to live together productively”. Providing the best connectivity to many additional areas will tackle digital exclusion.

Joanne Hyde
Strategic Director for Corporate Services

Portfolio:

Leader

Report Contact: Paul Wilson, Digital Lead
Phone: 07812 490703
E-mail: paul.wilson2@bradford.gov.uk

Overview & Scrutiny Area:

Corporate Resources

1. SUMMARY

- The purpose of this report is to inform the Corporate O&S Committee of the intention to go to market to procure a network infrastructure partner to deliver full fibre gigabit network infrastructure for the Council and the Bradford Learning Network (BLN) and obtain scrutiny and any suggestions on the proposals. The procurement will achieve significant social value by way of increased investment in gigabit connectivity for large parts of Bradford and can be delivered within existing expenditure levels. No capital funds or additional revenue is sought.

2. BACKGROUND

- The Digital Strategy for Bradford district sets a key objective to ensure the district has a digital infrastructure that matches the best in the world by maximising fibre & 5G rollout to support economic growth, inclusion and efficient public services. A fully fibre deployed district will serve as a key foundation for economic growth in addition to providing the backbone for our 5G and Smart City and Clean Growth aspirations. The ambition is for all premises across the City & District, both business and domestic, to have access to gigabit capable connectivity.
- Analysis of DCMS & Telecommunications company's investment plans has shown that many areas within the district will still be without adequate broadband for some years. Telecommunication companies state 100% fibre to the premise won't be achieved by 2033 and that is with further government interventions. COVID has also highlighted that many of our citizens and businesses are digitally excluded.
- As the owner of significant land and property assets, a sizable consumer of connectivity and digital services as well its statutory role in respect of the entire development process, the Council has the opportunity to significantly influence the infrastructure position of the District.
- Other cities have taken a place-based approach to procurement of networks by consolidating their requirements, separating out the infrastructure element from the internet services / Network provision and offering a longer term contract opportunity on the infrastructure. This resulted in them increasing and accelerating investment in fibre infrastructure across their cities as part of a social value gain from the successful network infrastructure provider.
- With this in mind, detailed discussions were held within the Council, with BLN who look after over 130 schools and with the CIOs of all the Health agencies i.e. both foundation trusts and the CCGs who look after Primary Care. All Health CIOs were keen to collaborate and work together on a joint approach for the benefit of Bradford district however timescales are misaligned for the end of existing contracts for health partners. Also, the CCGs, who have the biggest number of sites have recently entered into a 5-year contract with Virgin for its network provision and still has some existing legacy contracts.
- Whilst the inclusion of the Health sites within scope would be advantageous for a "placed based approach", nevertheless, a Soft Market Test with the 5 major Telcos confirmed that the scope of just the Council and BLN sites would still stimulate

significant additional investment in delivering full fibre Gigabit capability to all our respective sites and large parts of Bradford district and this could be achieved within the existing funding envelopes and may even reduce costs.

➤ The approach is as follows:

- Currently both the Council and BLN pay for a full service to Virgin, both infrastructure and network services. The proposed approach will split infrastructure from the network services element.
- Procure through Crown Commercial Services (CCS) Framework RM6095 a network infrastructure provider, beginning April 1st, 2022 for the Council and the BLN to deliver a Gigabit fibre network to all our respective sites and extend this network, as part of its social value element, to many other parts of Bradford district including social housing and rural areas. This contract is for Infrastructure only and will be for 20 years. The infrastructure will contractually and technically allow for it to be used by any reputable network service provider.
- A network services provider will be procured for the first 3 years (the duration of the fibre infrastructure implementation) at which time the Council and BLN can then procure their own network services partner as they see fit. The network services provider will be procured through CCS Framework RM3808.

➤ What are the Benefits?

➤ This intervention approach will go a long way for Bradford to achieve its 100% Gigabit aspirations for the whole district. It is imperative that the Council achieve this as a key enabler of economic growth, digital inclusion and transformation of future public service delivery. Research has shown that investment in full fibre infrastructure can unlock 2% GPD growth and can deliver the following benefits:

- Increased productivity
- New companies / Start-ups
- Talent Retention
- Agile Workforce
- Empowered Citizen
- Innovative Society
- Digital Inclusion

➤ This approach will accelerate and increase investment from the private sector on delivering full fibre connectivity to the premise for large areas of Bradford which would otherwise not be in receipt of this, potentially for many years. One other local authority, smaller than Bradford Council, recently appointed a network infrastructure partner through this approach and not only secured fibre to all its council buildings but also to over 50,000 houses.

➤ We know from the soft market test, one area in particular which will gain significantly as a priority with roll out of fibre is across the Aire Valley covering some of the District's largest towns and rural areas. Without this intervention these areas

will remain with inadequate broadband, based on current investment plans. This is because some of these areas are not deemed to be commercially viable for the Telecommunication companies. None of the key players plan to invest in fibre to the premise (FTTP) for this area.

- The soft market test also confirmed, where a Council or BLN site is connected, they would simply take the opportunity to “flood-wire” that area, capturing many businesses and homes and delivering gigabit fibre to the premise. They are able to do this partly to adhere to a “dig once policy” but also their investment is profiled over the length of a longer contract. Clearly the more sites we have on board, the more areas will be covered but given the spread of Council sites and schools, a large number of areas with housing and businesses will be upgraded to access fibre to the premise.
- This approach will provide the Council with budget certainty as we will “peg the price” for 20 years where cost of connectivity pricing is expected to rise. To do smaller contract periods would increase the price significantly as the cost of digging becomes more expensive.
- Once in place, the Council will work with the network infrastructure and the ISP community (local and national) to offer affordable services to our business and domestic communities.

3. OTHER CONSIDERATIONS

- It is recommended as part of a future phase to look at other Council connectivity and ducting that could be brought into the contract i.e. Urban Traffic Control (UTC), CCTV and leveraging value from the Council’s own ducting. These are currently outside of this agreement as budgets used to fund these services and assets and the management of these are held within Department of Place and should be brought together to avoid a sub-optimal solution and missed opportunity (example selling our own ducting to reduce Council costs). There may also be compliant risks on the use of these ducts which can also be addressed.

4. FINANCIAL & RESOURCE APPRAISAL

- Both the network infrastructure contract and the network services contract will be funded out of existing budgetary expenditure for network services. There may even be a reduction in cost. This was tested during the soft market test and all five companies who responded said they would be able to deliver the fibre to the premises together with the increased social value element within existing revenue costs. No Capital Funds or additional revenue funds are being requested. We are confident from our discussions with the companies this can be achieved. Indeed, it highlighted that the Council are currently paying above market rate on its legacy contracts without receiving the value of full fibre network.
- Therefore, the exact costs will be determined after bidder submissions where the Council will have an opportunity to confirm expenditure levels are within budget before proceeding. Based on existing network costs we can estimate the contract

value. We currently pay for both services together in approximately two thirds / one third split for infrastructure and network services respectively. The Council will seek a net effect of both contracts a flat-line cost profiled across the 20 years with no inflation. Therefore, our estimate of total contract value (TCV) is to be no more than:



Infrastructure	Value	Duration	TCV
Council & BLN	£386k pa	20 Years	£7.7m
Network Services	Value		
Council & BLN	£193k pa	3 Years	£966k



These are based on current costs. In addition to the social value investment in extending the full fibre network, it is expected we will achieve a reduction on current pricing.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

Risk	Likelihood / Impact	Mitigation
Schools only sign up for network services for 3 year periods but the infrastructure is for 20 years?	High / Low	<p>Whether schools renew through the BLN in three years' or went alone in the future and appointed their own network services provider, they will still need to use the fibre infrastructure which will deliver a level of broadband and competitive price which won't be matched. The BLN support service will simply tailor its cost base to match the number of schools signed up, this is no different to present situation after every 3-year renewal period.</p> <p>Schools have been engaged throughout the discussions and soft market testing and welcome the potential to receive gigabit connectivity and reduced pricing</p>
Council rationalises its Estate	High / Low	The Council's Estate Strategy is in development. Even if some buildings are no longer required, any sale will come with the full fibre to the premise infrastructure; Also by connecting with fibre to those buildings, the Council will have achieved the added value of extending the fibre network to premises, (business and domestic) in the neighbouring area at no more cost than currently paid.

		The contract will also allow for a level of flexibility in changes in building configuration.
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6. LEGAL APPRAISAL

- The plan is to use the Crown Commercial Frameworks already in place which has contracts, heads of terms and schedules all signed up to by each of the Telecommunications companies. This is a compliant multi-bidder competitive tender and the companies on the framework will be invited to submit their bids. There was significant interest from the main network operators during the soft market test. The Infrastructure provider will be procured through RM6095 and the network services provider will be procured through RM3808.

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

- Full fibre gigabit connectivity will allow the effective delivery of virtual public and private services, therefore reducing the need for travel.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

- Full fibre gigabit connectivity will allow the effective delivery of virtual public and private services, therefore reducing the need for travel.

7.3 COMMUNITY SAFETY IMPLICATIONS

- No implications

7.4 HUMAN RIGHTS ACT

- No implications

7.5 TRADE UNION

- There are no implications.

7.6 WARD IMPLICATIONS

- The specific implementation plans will be known when the winning bidder is appointed however we know at this point that many Wards will receive additional investment in full fibre connectivity.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

- Nothing to report at present until the winning bidder is appointed and implementation plans are drawn up.

7.8 IMPLICATIONS FOR CORPORATE PARENTING

No implications.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No implications.

8. NOT FOR PUBLICATION DOCUMENTS

➤ None.

9. OPTIONS

➤ The options are:

Option	Pros	Cons
1. Do Nothing	None	Network provision contract ends in March 2022 for Schools and November 2022 for the Council. Not feasible.
2. Go to market for a joint network service provision similar to existing approach	None	Missed opportunity to stimulate market investment in Bradford infrastructure; No gigabit upgrade to Council and School Buildings.
3. Separate the network infrastructure provision from the network services provision, appoint a long term partner for infrastructure and 3 to 5 year contracts for service provision	Increased investment in full fibre to all Council and School premises; “flood wiring” of large areas of Bradford with full fibre and the economic benefits associated with it; Delivery within existing funding envelopes and may reduce cost. Budget certainty and vfm.	None

10. RECOMMENDATIONS

➤ The O&S Committee is asked to note and consider the recommended option 3, to procure a network infrastructure provider for 20 years and a network services provider will be procured on a 3 to 5-year contract. The Strategic Director Corporate Resources in conjunction with Director of Finance & IT to appoint a provider, subject to the cost being within existing budget provision.

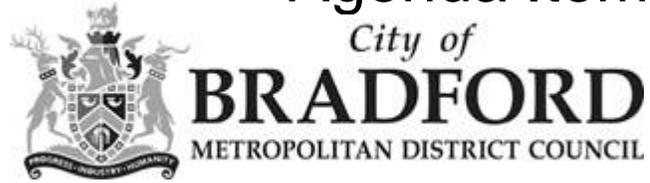
11. APPENDICES

➤ None

12. BACKGROUND DOCUMENTS

➤ None.

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Report of the Strategic Director of the Department of Place to the meeting of Corporate Overview and Scrutiny to be held on 5th October 2021

J

Subject:

Voluntary Community and Enterprise sector (VCSE) Infrastructure Procurement Strategy

Summary statement:

This report is provided for information to advise the Executive of the forthcoming procurement of a combined VCSE contract for services with a value in excess of £2 million in line with the requirements of Contracts Standing Orders (CSO 7.2.1) prior to the commencement of the procurement process.

EQUALITY & DIVERSITY:

Compliance with Equality Act 2010 is embedded in the Council's procurement process and requirements. The implementation of the VCSE Infrastructure contract for services will promote equality and diversity in the supply chain. Whilst ensuring that our money is not only delivering high quality services but also promoting equality of opportunity. Equality and diversity objectives will be incorporated in to our contract, policies and delivery and we will expect our suppliers to promote equality within their businesses. The promotion of equality in procurement will help us deliver more responsive, accessible and appropriate services that meet the needs of the districts residents.

We will design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities and provide information about services in a range of accessible formats so that people know what services are available to support them and how to access them. We will aim to contract and commission locally where ever possible so that we can support our local economy and build a local supply chain connected to its wider social responsibilities and offering high-quality services and training opportunities to local VCS organisations, while delivering equitable services that are value for money.

Jason Longhurst

Portfolio: Corporate

Strategic Director Place
Report Contact: Ian Day
Phone: (01274) 433507
E-mail: ian.day@bradford.gov.uk

Overview & Scrutiny Area: Corporate

1. SUMMARY

1.1 This report provides an update on the VCS Infrastructure contract for services to be awarded in December 2021 for delivery to begin in April 2022.

1.2 This is a new contract that for the first time integrates Community Infrastructure grants currently provided by the Council's Stronger Communities Team, Dept. of Place, Childrens Services, Health and Wellbeing and Integrated Care Services (formerly known as the CCG)

1.3 The specification is being amended on a weekly basis as each of the commissioners review the changes and consider comments from respective management teams. We will undertake a Market Engagement event on 23rd September which could add to the draft specification from any feedback that is constructive. As stated at the Corporate Overview & Scrutiny Committee meeting on 16th September the specification document will be completed on 30th September and will then be shared with the Corporate Overview and Scrutiny Committee for the meeting to be held on 5th October 2021.

1.4 The procurement process will be conducted in line with the requirements of the 2015 Public Contract Regulations. Regulation 40 permits consultation with prior providers of the service, it is intended that this regulation will be used to hold pre-engagement consultations with potential providers. This is will be their opportunity to comment and discuss the requirements of the specification the commissioners have proposed.

1.5 It is intended that this pre-market engagement will take place on 23rd September 2021. Potential delivers of the new contract will be made aware of the exact basis of the engagement through existing channels of communication.

1.6 The current contract provided by the Stronger Communities team is delivered by Citizen Action Bradford & District (CABAD) in partnership with Cnet (Community Networks), Equity Partnership, Equality Together and Racial Equality Network.

2. BACKGROUND

2.1 The review of the current VCS Infrastructure grant began in June 2019 and the VCSE sector has been involve in co-designing of the new contract. Several consultations have been held with workshops, online focus groups and surveys which have provided us with the basis for the priorities and themes for the new tender, the results of the consultations are shown in Appendices B, C, D and E. Also shown is the current grant breakdown of funds provided by the sector by Stronger Communities, Dept. of Place in the Appendix A.

2.2 The new contract for services proposes to combine previous grants awarded by Stronger Communities, Children's Services and Adult Services along with the Integrated Care Services (previously known as CCG) into one single 'pot' to simplify access to funds. This will enable reduction in duplications of services, multiple bids to different funders, and greater value for money as a result of better collaboration and use of resources by the sector.

2.3 The new contract will be awarded for three years with a two-year extension subject to satisfactory performance to provide stability for staffing, development of services and securing the leadership of the VCSE in the district.

2.4 The terms of the new contract will allow a bidder to tender for the full delivery of the thematic programme or several bidders to make single bids for individual work areas or themes.

2.5 The themes or work areas that this new contract for delivery of services will support are:

- **Capacity building and resourcing**
- **Information and insight**
- **Citizen Engagement (on behalf of Bradford District and Craven CCG)**
- **Voice and influence**
- **Build sustainability and business development**
- **Promoting volunteering**

3. OTHER CONSIDERATIONS

The timeline proposed for the offer to bid for the new contract is:

September – preparation of specification document in consultation with the Commissioners

23rd September - Market Engagement with the sector

5th October - Report to the Corporate Overview and Scrutiny and Executive Committees

Early October - Tender documents to be completed

October – open tender period for four weeks

November – Evaluation of bids

Early December - Contract awarded

Jan – March 2022 Mobilisation and implementation

1st April 2022 – new contract for services to begin

A copy of the procurement schedule is shown in Appendix F

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The Council's Contracts Standing Orders provide for details of contracts with estimated value in excess of £2m be reported to the relevant Overview and Scrutiny Committee. The procurements set out in this report will be carried out in accordance contract regulations and policies.

4.2 Standing Orders and EU Procurement Regulations. The current EU threshold for procurements of supplies is £189,330.

4.3 The value of the new contract is £767, 000 per annum and will be made from a combination of £460,000 from Stronger Communities, Dept. of Place, £50,000 Adult Services, £72,000 Childrens Services and £185,000 from Integrated Care Services (CCG). These are existing funds within departments which will be combined to deliver a single point of contact for infrastructure support services to the sector.

4.4 The review is being led by the Stronger Communities Coordinator with commissioner's from Adult Services, Children's Services and ICS. The grants are existing commitments

and will combine to offer a single process for funding of the new delivery of services to the VCSE sector.

4.5 We are being supported by the Council's Procurement Team who are advising and guiding us through this process to ensure all technical, legal and policy requirements are being met.

4.6 The new contract for services will avoid duplication of services in the sector and lead to more efficient mechanism that is also geared to bring in additional external resources into the district. It will be important for the bidders to demonstrate added social value is delivered and that the local pound remains local.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 The risks include that one of the funding partners withdraws from the process or the sector interest in Bradford is low with local pound being spent to an organisation out of the district.

5.2. To mitigate against these factors, we propose to allocate 'percentage' costs for thematic spends which could be adjusted if the total fund is adjusted before the tender is made public. The marketing engagement event will allow local providers an opportunity learn and comment on the specification and tendering requirements before the launch date and in addition to this opportunity the weighting given to the scoring when choosing the winning tender will look at social value and other factors including local knowledge of the sector and experience of delivery in the district to enable where possible and subject to regulations to keep service provision with Bradford based providers.

5.3 The contract for services will be managed by panel consisting of the commissioners of each of the departments contributing funds and chaired by the Stronger Communities Coordinator.

5.4 Quarterly reports will be required from the contract giving information on outputs and outcomes including equalities data.

5.5 Year 4&5 funding will be depending on satisfactory delivery of the contract.

6. LEGAL APPRAISAL

6.1 The Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") are likely to apply. TUPE applies where there is a service provision change – where a client engages a contractor to do work on its behalf, reassigns such a contract, or brings the work in house. The activities carried on after a change in service provider must be "fundamentally or essentially the same" as those carried on before it, if TUPE is to apply. There must be an organised grouping of employees that has as its principal purpose the carrying on of the relevant activities. The application of the Regulations will require detailed consideration throughout this procurement.

6.2 The successful contractor(s) will be required to indemnify the Council against all third party claims and hold adequate insurances for the purpose."

7. OTHER IMPLICATIONS

None

7.1 SUSTAINABILITY IMPLICATIONS

The Procurement Service's tender documents and specification have been updated to ensure that they include details of the Council's commitment to reducing its carbon footprint through promoting sustainable best practice and through working with Contractors who are actively taking steps to minimise the impact of their activities on the environment.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

This contract for services will seek to lower greenhouse emissions by undertaking a tendering exercise that will seek to minimise future environmental impact, through selection and contract management of suppliers who propose sustainable and environmentally friendly service provision, and that manage their work activities to minimise any environmental impact through energy/resource conservation, and efficiency planning.

7.3 COMMUNITY SAFETY IMPLICATIONS

None

7.4 HUMAN RIGHTS ACT

This tender will not detrimentally impact on our obligations with the Human Rights Act.

7.5 TRADE UNION

The new contract may result in staff working for the VCSE sector currently benefiting for the VCSE Infrastructure grant losing jobs or being assigned to new roles. The TUPE arrangements will be formally part of the tendering process so staff affected can be allocated to roles with the winning bidder(s)

7.6 WARD IMPLICATIONS

None

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS

None

7.8 IMPLICATIONS FOR CORPORATE PARENTING

None

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

Tender documents and the specification have all been brought up to date with the latest requirements of the General Data Protection Regulations (GDPR), Data Protection Act 2018 and the Council's technical security requirements for Data, Information Systems & Confidentiality.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

9.1 The current VCS Infrastructure grant is commissioned under the current arrangements. Allowing for community engagement and infrastructure grants to be allocated by individual departments and services.

9.2 The VCSE consultation and moves to make a unified single contract to avoid duplication and completion in the sector is supported by members.

10. RECOMMENDATIONS

10.1 That no changes are made to the current funding support made available to the VCSE sector

10.2 That the option to review of the grant is welcomed with the input of the sector and the integration of the funds into one contract for service delivery is approved for tender with the timeline given.

11. APPENDICES

Appendix A - The Current breakdown of the VCS Infrastructure grant

Appendix b - VCS Support findings - Project Rome

Appendix C - Bradford and District VCS Infrastructure Review – Themed Workshops Interim Report

Appendix D - Bradford and District VCS Infrastructure Review: Sense-checking progress so far Survey Report – March 2021

Appendix E - Review of the support requirements of the BAME groups and organisations

Appendix F - Procurement Timetable

12. BACKGROUND DOCUMENTS

None

Appendix A Stronger Communities VCS Infrastructure grant

PROJECT DESCRIPTION

This Grant Agreement is intended to support Community Action Bradford & District Charity (CAB&D) to provide generic/universal support services across the district to the Voluntary and Community Sector (VCS) that is responsive to local need.

AIMS

This support will enable the sector to participate in and influence policy making and service delivery, help local VCS groups to thrive, encourage collaboration in order to increase VCS involvement in the delivery of public services, and facilitate support for volunteers and volunteering

CORE FUNCTIONS

To provide generic/universal support services across the district to the VCS that is responsive to local need.

Specifically the work is expected to be accommodated through 5 strands of delivery

1. **VCS Information** – to provide reliable and accessible information to over 1,500 District groups in the most effective way possible related to opportunities for funding, volunteering, events, job vacancies and any other information relevant to the sector with:
VCS Information 2019-20 at £60,000
VCS Information 2020-21 at £60,000

2. **VCS Voice and Influence and engagement** - representation for local voluntary organisations and community groups - Developing relationships between the public sector and the VCS - Engaging with diverse organisations and groups – Developing opportunities with Public and private bodies with:
Voice and Influence 2019-20 at £80,000
Equality Forum Development 2019-20 at £25,000
Voice and Influence 2020-21 at £80,000
Equality Forum Development 2020-21 at £25,000

3. **VCS Support and Development** – general advice related to Funding, Constitution & Legal, Marketing, Dissemination and gathering of information, Good practice, Evaluation and Tendering:
Support and Development 2019-20 at £159,000
Training 2019-20 at £33,000
Hub Funding 2019-20 at £5,000 (Year one only)
Support and Development 2020-21 at £162,000
Training 2020-21 at £33,000

4. **Volunteering** to focus on Encouragement and Promotion of volunteering, Recruitment and Coordination
Volunteering 2019-20 at £78,000
Volunteering 20120-21 at £80,000

5. **Active Giving** to include support for Bradford District Community Fund, Local giving and Corporate giving.

Active Giving 2019-20 at £20,000
Active Giving 2020-21 at £20,000

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**VOLUNTARY AND
COMMUNITY SECTOR
FUNDING SUPPORT IN
BRADFORD & DISTRICT**

VCS REPORT

1. Introduction
2. Process of the review
3. Definitions, facts and figures
4. The support grant
5. Current arrangements
6. Future arrangements
7. Feedback from the workshop sessions
8. Three difficult issues
9. Recommendations
10. Appendix: Programme Ideas

INTRODUCTION

INTRODUCTION

This is a review of the infrastructure support structures available to the Voluntary and Community Sector (VCS) in Bradford and District.

As the previous BMDC support grant was due to in March 2019¹, and in line with efforts to support systems working, the review was commissioned jointly by the Local Authority (BMDC) and the Clinical Commissioning Groups (CCGs), supported by the VCS Assembly.

The principle sponsors of VCS infrastructure support² sought an independent assessment, informed by the views and opinions of partners and stakeholders of what support might be best provided in future and how that might be structured to support the VCS to be sustainable and maximise its impact, within the wider system and in the context of a challenging and changing environment.

What has become clear during the collation of the report is that there is a shared ambition for the VCS – everyone wants it to thrive. It is also commonly acknowledged that the VCS will play a vital role in the future success of the City and District.

External stakeholders and the VCS themselves are keen to demonstrate the level of impact that the sector has in a wide range of activities. Both wish the VCS to operate on a financially sustainable footing that increasingly does not rely on Public Sector Grant income. And, suppliers of services recognise the innovation, can-do spirit and deep engagement that local VCS providers can add to sometimes over-stretched public service provision.

Ultimately a strong VCS will lead to the better use of public resource and stronger services for the general public. It will also improve the everyday lives, wellbeing and connectiveness of citizens allowing them greater opportunities to become involved in a large number of good causes and positive activities.

¹ These arrangements have been extended to allow for this review.

² City of Bradford Metropolitan District Council (CBMDC) and Bradford NHS Clinical Commissioning Group (CCG)

INTRODUCTION

This recognition of what is possible is not new. Substantial public sector resource is already being made available to support and improve the VCS across the district both in terms of the infrastructure support and direct delivery of services. This money has supported some excellent initiatives and valuable work. There are inspiring stories of success and improvement in the local VCS that would not have happened if it was not for the existing arrangements.

But almost everyone agrees these arrangements are now past their sell by date, and are disjointed in their commissioning and delivery. Set up in a different era, when the VCS was often viewed as the junior partner in service provision, grants dominated VCS financing. Impact didn't have to be demonstrated quite as rigorously. There was no real imperative to end duplication in spending between public sector agencies and the plurality of beneficiaries was a top-tier concern.

There is now an opportunity for a refresh. We are convinced that the public sector and the VCS together can build a single, effective, improvement package for the third sector in Bradford and District, but it will take leadership and mutual trust to bring that change about.

OUR APPROACH
NET POSITIVE

THE RESULT FOR OUR CLIENTS

- Outstanding subject knowledge and contextual understanding
- High quality service at a competitive price
- Flexible terms
- Work with a team with great values
- First-rate brand association

THE RESULT FOR OUR PEOPLE

- Interesting work for a purpose-driven company
- Good rates of pay and lessened payment risk
- Flexibility
- Autonomy
- Esprit de couer
- Brand association

THE RESULT FOR SOCIETY AND THE ENVIRONMENT

- First 10% of our annual profit goes to good purposes
 - / Educational access project
 - / Regenerational project
 - / Rebuilding project
- Sustainable business practices



PROCESS OF THE REVIEW

PROCESS OF THE REVIEW

Our research has revealed what VCS organisations, stakeholders, commissioners, providers and individuals think about the current services and products and how they are organised.

This research concentrated mainly on the products, services and arrangements of the BMDC VCS Support Grant.

REPORT PRODUCTION

1. Desktop exercise to establish and amalgamate existing knowledge
2. Primary Research (interviews & survey)
 - Semi structured survey (212 responses from 1,629 Briefing Bradford subscribers invited to respond)
 - Focus Groups (130 VCS participants)
 - 1hr face to face interviews (32 VCS “leaders”)
 - 1 hr face to face interviews (12 public sector commissioners)
 - ½ hr telephone interviews (17 external sector experts out with Bradford)
 - 1 hr conversations (5 Trusts & 3 Foundations)
 - 2 hr workshop (Elected members)
 - Unstructured conversations, email, telephone calls with individuals on request.
3. Recommendations Workshops:
 - (1) VCS Leadership (2) Funders & Partners
 - ‘Check and confirm’ with additional feedback gathered
4. Synthesis

ENVISAGED POST REPORT ACTIONS

5. Final Report
6. “Co-design” of grant specification and outcomes
7. Commissioning document produced
8. Grant to be let

DEFINITIONS, FACTS & FIGURES

DEFINITIONS, FACTS & FIGURES

When one asks observers what they mean by “the VCS”, you receive very different answers. These vary from narrow definitions based on legal entity status, to more expansive ones that include private traders and companies who operate with a purpose beyond profit margin. Certainly in the context of Bradford and its commissioners, the VCS is all encompassing and includes everything from micro, non-constituted volunteer groups, to large national charities with multi-million pound turnovers.

Although for the purposes of engaging with the VCS, there is a frequent expectation from external stakeholders that the sector should be able to operate as a single, coherent entity with a common voice and approach, this is in fact impossible as the sector is large, diverse, disparate and transient in its nature.

Small and medium-sized charities whose annual income falls between £10,000 and £1 million, nationally, constitute 52 percent (64,000) of all registered charities and 19 percent (£7.2 billion) of charitable income (2014-15) across the UK.³

We have based all our facts, figures and definitions on a single reputable publication: **The 3rd Sector Trends Study 2012 & 2016 University of Durham 2016.**

This study used robust methodology and drew data from reputable sources and compared results across the north of England to reach its conclusions. The study undertook some original research (including in Bradford) but relied heavily on commercially available datasets such as GuideStar.

In an attempt to reassure ourselves that we were not too far from the mark we have triangulated the Durham Study data with that contained in the NVCO Civil Society Almanac 2018, The Charities Commission website and other local datasets held by some commissioning organisations and the VCS itself.

We have accepted University of Durham’s findings unless there was a more up to date credible and referenceable source. However, the reader should not get hung up on detail, but rather, concentrate on the trends or themes contained within this report.

We accept that the findings of our study are “proximate” in nature and based on information which is now a couple of years out of date, however, this is the best available data to us at this point.

³ <https://www4.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/value-of-small-final.pdf>



WHERE IS BRADFORD & DISTRICT?

The Durham Study delaminates “Bradford” by the postcodes covered by the Council (including LS29). This is the same geography as set out by BMDC. We have adopted this as our standard area. NHS boundaries stretch beyond the political and include parts of North Yorkshire. It is important to note that the Clinical Commissioning Groups and other NHS partners also cover Craven, which, from a local authority perspective is covered by North Yorkshire County Council who commission VCS infrastructure separately. The areas are of equal importance, but it would be a long and complicated exercise to disentangle the data beyond the scope of this study. This is another reason why it is important not to get hung up on the specifics of this report.

HOW MANY VCOS ARE THERE IN BRADFORD & DISTRICT?

There are more than 5,316 VCOs (voluntary and community organisations) operating within the District at the current time. The evidence suggests that this volume for Bradford & District is broadly in line with the rest of West Yorkshire.⁴

There are probably many more purpose driven micro- organisations within the district, but these are next to impossible to track, either financially or via registration as their turnover will be below reporting limits. They do, however access the support funding offered via local authority grants on occasion and a small number will go on to make a great impact on their community.

We estimate that there is a turnover rate of 6% per annum in registered VCOs. This mainly comprises of small charitable endeavours being created/ceasing registration. Again, this is in line with what would be expected. The data contradicts the strong local narrative we encountered who reported experiencing a rapid decline in the number of third sector organisations especially in more economically challenged communities. This is more likely to be a decline in the number of services delivered by VCS organisations, as public funding is lost.

Hidden within this statistic are the 644 charities headquartered within the Bradford district who have been removed from the Charities Commission Register since 2012. A further 109 are out with the statutory time allowed to file returns in this financial year and will be removed if this is not rectified. These removals usually happen because an organisation has either spent up or ceased to function for some other reason. It is an important statistic because along with Trustee turnover rates (which are very high in Bradford and District), many external funders use this measure to inform as part of their investment confidence level.

⁴ Third Sector Trends: Durham University, July 2016 based on Guidestar data. This triangulates with a more limited dataset produced by the NVCO Civil Society Almanac 2016-2018 – adding the none duplicates leaves us with a figure of 5,316 – this is not an actual figure it is an estimate.

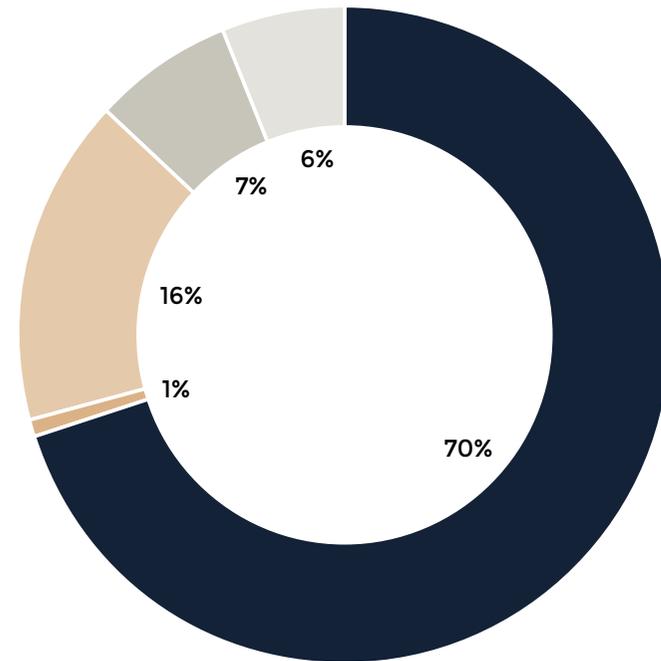
WHICH ARE THE ORGANISATIONS IN THE VCS IN BRADFORD & DISTRICT?

The Durham Study includes and excludes specific “types” of organisation. All organisations which are legally constituted as “not for profit” or “third sector” are included, this means that Cooperatives, Mutuels and legally constituted faith groups are included but self-employed professionals working in the field or companies who have a purpose beyond profit, such as B-Corps are not.

Bradford VCS Assembly, which is the ‘Voice and Influence’ part of the infrastructure, and includes a number of Forums, has not defined who can attend or why, but it invites and is attended by organisations with a civic purpose, so, sole-traders, trading faith groups and B-Corps come but Bradford’s thriving Mutuels do not attend. Neither has support been offered from the support grant to Co-operatives. It is therefore important to re-iterate that one must be careful when reading across from one source to another and the VCS itself seems to be settling on a definition of “VCS” which is purpose rather and legally driven.

Notwithstanding this, VCS organisations are often divided by legal “type”. In 2016 the mix of these in Bradford and District were as follows (*right*)

Obviously this does not include voluntary groups with no legal structure. As one might expect, Charities are in the majority. These comprise of fund-raising organisations such as school foundations or charity shops for example and organisations who provide services, from medical aid abroad to local junior football clubs. The mix is changing; as trading activities increase a larger percentage of “companies” are being registered.



VCS LEGAL STRUCTURES BRADFORD (2016)



WHO WORKS IN VOLUNTARY AND COMMUNITY ORGANISATIONS (VCOS) IN BRADFORD AND DISTRICT?

Obviously the 5,000+ organisations in the VCS vary in size – from no employees, to single handers, SMEs to large charitable endeavours with hundreds of people employed.

In many ways how many people a VCS “employs” and/or how many people volunteer is a better measure of gravity or impact than financial turnover. There is a clear correlation between turnover and employment and financial reporting is regulated and more transparent than staffing numbers. So, we have followed others in defining size by financial turnover (see funding).

In 2016 Bradford and District VCS employed 6,600 people. The value per year to the local economy of that employment is £140 million (using an average wage calculation).⁵ Many of these people work for Mutuals and large foundations who have little to do with the VCS support infrastructure, but it gives the reader an idea of the scale of the not for profit sector as a whole and the relatively limited reach of the current support infrastructure arrangements.

Consultants, sole-traders and small PLCs who would classify themselves as social entrepreneurs are also blurring the boundaries of the type of organisation which would be included in the VCS.

The Durham Study estimates that Bradford and District has 30,000 volunteers.⁶ There is considerable disquiet with this calculation in particular. It does seem a little low. Claims of 100,000+ volunteers have been made in some official documentation. Presumably this includes anyone who has ever staffed a stall at the school fete or volunteered through a corporate giving programme etc. which is of course volunteering; but might not be what is meaningful to count. Further research will be needed to establish (a) what we mean by volunteer, and (b) the level at which this currently stands, if this is to be considered as a measure of success for the VCS.

Another key set of people are the Trustees of organisations. They are overwhelmingly volunteers (indeed to be a Trustee rather than a director you cannot receive payment). 46% of VCOs interviewed as part of this Review reported they were carrying Trustee vacancies. This correlates with information we received from the Bradford Volunteering Service and would certainly seem to be a worrying trend.

⁵ Third Sector Trends: Durham University, July 2016

⁶ This does not include carers how are a specific group within the voluntary economy who are not counted in this figure.

WHAT AREAS OF ACTIVITY ARE SUPPORTED BY THE VCS IN BRADFORD AND DISTRICT?

There is considerable range to the type of activity delivered by VCS organisations.

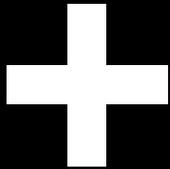
If we use the crude measure of income as a proxy for “level of support” the latest survey information indicates causes that attract significantly more funding than the regional average are children & young people, disadvantaged urban, households in poverty. Those attracting significantly less funding than normal are older people, people with a mental health condition, people with physical disabilities.⁷

Yet many interviewees insisted that causes relating to poverty and social justice were on the decline in their area. Both these could be correct - funding for the disadvantaged urban causes may well have decreased from a higher point, or the geographic spread might have altered. As we will see in the funding section, the decisions the Public Sector take on whether and how it will out-source its provision via VCS providers has a significant effect on this type of calculation.

⁷ This data was collected by University of Durham. statistical significance = +/-1 standard deviation from the norm.

DEFINITIONS, FACTS & FIGURES

Causes receiving more or less assistance than regional average via VCS

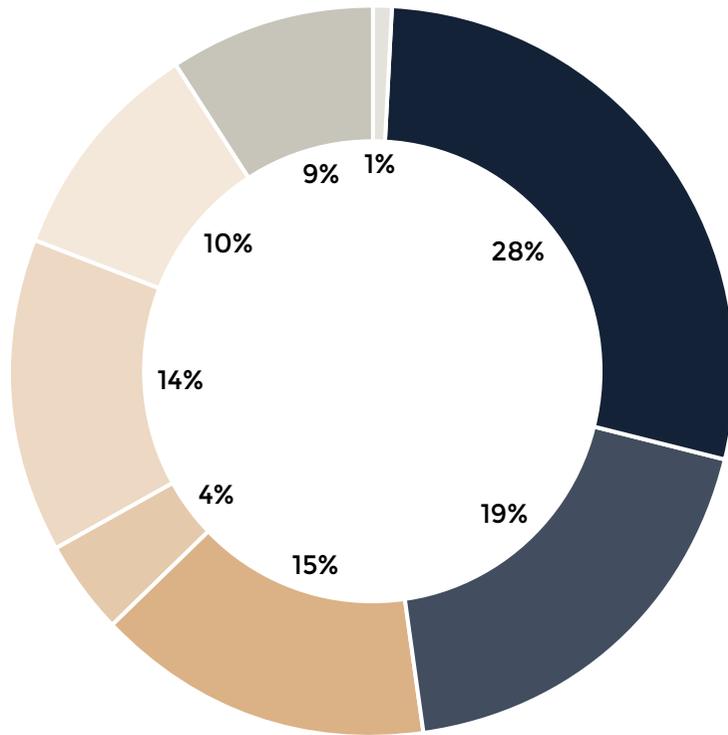


Children & young people
Disadvantaged urban
Households in poverty

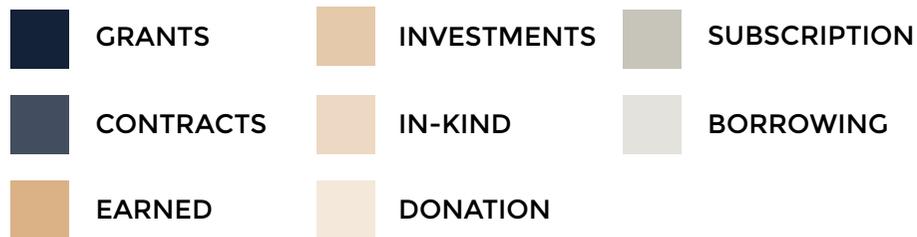


Older people
People with a mental health condition
People with physical disabilities

DEFINITIONS, FACTS & FIGURES



VCS INCOME



HOW IS THE VCS FUNDED?

The total income figure reported for VCS Bradford in the Durham Study is: estimated **£95.5m per year**⁸. Most VCOs believe this will remain roughly the same going forward.⁹ When taking inflation into account this amount does not seem to have altered significantly since last measured in 2013 by Durham University.

National research carried out by Sheffield Hallam University of behalf of the Lloyds Bank Foundation (2018) shows that what they define as small and medium sized VCS organisations receive much less local government funding (16 percent) than larger charities do (84 percent) and that the difference is most pronounced in comparison with the very largest charities (income over £10m) – the large majority of which (76 percent) are non-local – who receive 55 percent of all local government funding.¹⁰

Three key funding points to consider: (1) a large number of micro-purpose driven organisations, charitable entities and the mutual/co-operative sector are not directly supported by public sector contracting/funding. (2) in many parts of the country, the public sector have moved more swiftly than in Bradford away from “grants” as a mechanism of funding, and, (3) Many charities and local organisations benefit in other ways from local authority policy – such as reduced rents on shop space etc. which disproportionately benefits the largest regional, national and international charities.

⁸ Third Sector Trends: Durham University, July 2016

⁹ Third Sector Trends: Durham University, July 2016

¹⁰ <https://www4.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/value-of-small-final.pdf>

DEFINITIONS, FACTS & FIGURES

Notably is localised activity which is paid for by the generosity of citizens and private benefactors in a traditional and 'charitable' manner - this amounts to 10% of the income of the VCS in Bradford and District as a whole. Many of these organisations are not interested in becoming involved in formal support arrangements locally. They might apply for the occasional grant, but they are proud to be independent (see VCS access).

The overwhelming amount of funding in the sector comes from grants and commissioned work and goes to a very small percentage of the 5,000+ organisations.

The definition of what is a grant and what is contracted income is quite tricky to establish, and in the case of the above diagram covers grant funding from the public sector as well as other Charitable Trusts and Foundations.

We have followed convention and split our reporting by income as follows:

Small = below £50,000 turnover per year (representing 41% of the Bradford VCS)

Medium = £50,000-£250,000 turnover per year (representing 31% of the Bradford VCS)

Large = £250,000 and above turnover per year (representing 28% of the Bradford VCS)

THE SUPPORT GRANT

THE SUPPORT GRANT

THE PURPOSE OF SUPPORT FOR THE VCS

There are a number public sector “grants” available from commissioners in any given year which are specifically designed to support the sustainability and effectiveness of the sector. It is important to note that this is not the investment in the sector as a whole, and does not include funding for the delivery of front-line services:

£460,000

BMDC Neighbourhoods Infrastructure Support Grant

£72,000

BMDC Children’s Services Infrastructure Support Grant

£500,000

BMDC VCS Transformation fund (non-recurrent)¹¹

£259,000

BMDC Community Building Grant¹²

£175-400,000

BMDC Community Building Grant¹³

Notably the CCG investment has been across a range of grants although in most recent years have included non-recurrent investment in establishing the VCS Alliance, and the Engaging People grant.

To all intent and purpose these grants and payments have operated independently from each other and have been governed via separate arrangements and structures.

Yet although they are all configured differently, they share a common purpose, which is to unlock the asset base of people and place by maximising the impact and sustainability of the VCS in Bradford and District.

Definitions of infrastructure are varied, however, for these purposes, from the perspective of CCG and BMDC commissioners, these are activities and services designed to support the sector, that is anything which is not considered a front-line service delivery.

¹¹ This is a non-recurrent source of funding which is used flexibly which includes reviewing the needs of an organisation and providing consultancy support and advice, as well as small grants.

¹² Funding to support small organisations with building costs

¹³ CCG defines “support” as any service which is not directly delivering care. This is an average estimated from previous spend. This funding has included non-recurrent funding to establish the VCS Alliance, the Engaging People grant, and other small adhoc grants.

THE CURRENT SUPPORT STRUCTURE ARRANGEMENTS

The current grants are administered and provided through a disparate and complicated set of arrangements.

The 2 formal governance structures for VCS Support are currently:

The VCS Assembly

Bradford VCS Assembly is the elected voice and influence structure made up of Forums, which provides representation onto a number of committees and boards, including Health and Wellbeing Board, and is funded via the BMDC Neighbourhoods Grant. The Assembly has a Chair and Assembly Steering Group which is made up of the Forum Chairs.

Bradford VCS Alliance

Bradford VCS Alliance (BVCSA) <http://www.bradfordvcsalliance.org.uk/> was established to allow the VCS to operate as part of the integrated health and care system, similar to GP Alliances. The Alliance provides a contracting management function for health (currently the CCG) which also allows it to use its 'market place' of member VCS organisations to come together to deliver creative solutions.

BVCSA is established as a separate legal entity with a Board of Directors. BVCSA co-ordinates the VCS Representation on the majority of the Community Partnerships in Bradford and also represents the VCS on the Bradford Health and Care Partnership.

THE SUPPORT GRANT

DELIVERY WITHIN THE CURRENT ARRANGEMENTS

Within the main BMDC VCS infrastructure grant which is let by the Neighbourhoods Service, there is a lead provider: Community Action Bradford and District (CABAD), and a range of subcontractors including C-Net, WYCAS, Bradford Volunteering Service and Keighley Volunteering Service, COEMO, Equity Partnership and Equalities Together.

Delivery is across the following key areas:

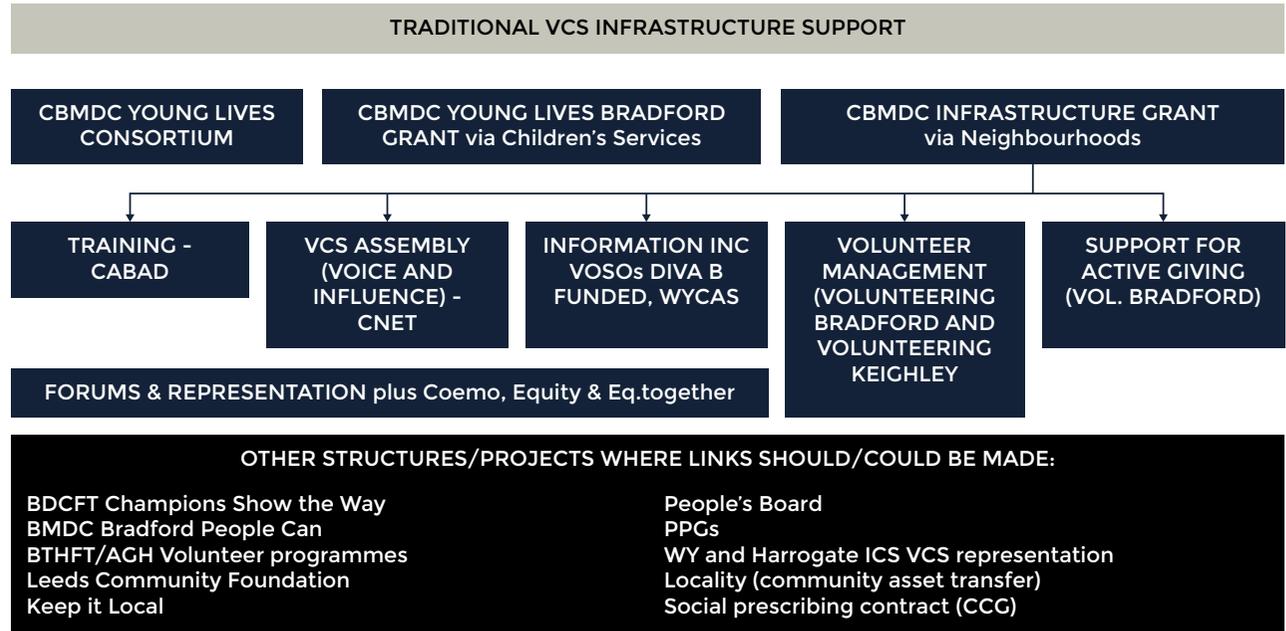
- Information to VCS organisations
- Voice and influence
- Equality Forum development
- Volunteering
- VCS support and development
- Active giving
- Training

In addition to this, BMDC Children's Services fund a separate infrastructure called Young Lives which has an infrastructure function, as well as Young Lives Consortium (a similar model to the Bradford VCS Alliance).

The CCG consider the partial outsourcing of its statutory engagement duties via the Engaging People grant to be a further form of support structure which is delivered by the VCS although it is recognised that this would not necessarily be a function which would be defined as infrastructure.

There are also a range of ad-hoc forms such as Woman's Health Network, Positive Ageing Partnership which do not currently operate within the formal structures.

THE SUPPORT GRANT



HOW SHOULD THE VCS STRUCTURE SUPPORT FIT ALONGSIDE OTHER COMMISSIONED SUPPORT IN BRADFORD AND DISTRICT?

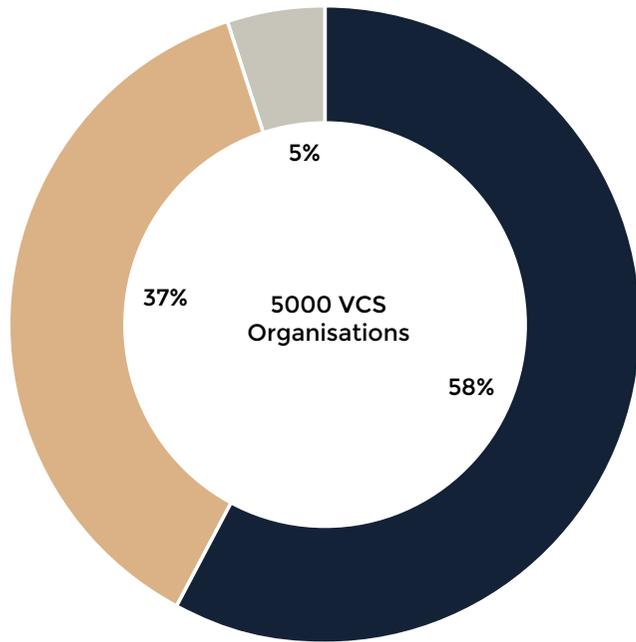
Arguably there are projects and programmes which could or should be linked in some way as they are publicly funded, such as: BDCFT Champions Show the Way, BMDC Bradford People Can, BTHFT Volunteers, AGHFT Volunteers, Leeds Community Foundation, Keep it Local, People's Board, Patient Participation Groups, West Yorkshire & Harrogate Integrated Care System /VCS Representation, Locality, Social Prescribing. This is something which could be explored further as part of the co-design process.

HOW MANY VCOS PARTICIPATE AND ACCESS SUPPORT VIA THE BMDC INFRASTRUCTURE GRANT?

It is important to note that the current BMDC Neighbourhoods infrastructure grant was commissioned specifically to support smaller VCOS rather than the full spectrum that the sector covers, which is arguably where there is greatest need for support.

Around half of the 5,000+ voluntary and community organisations in Bradford and District have not had contact with the support offered via any grant, are not registered on the DIVA database and are seemingly uninterested in being involved with state sponsored activities. This is for a range of reasons including other infrastructure being resourced elsewhere (eg for sport), not seeing the value in what is being delivered, and wanting to remain independent from the statutory funded provision entirely.

A further 37% are registered on the DIVA database and receive regular communications (once a year or more) from the infrastructure. 5% take part in activities (have either responded to surveys/ accessed services and courses or use VOSOs). Fewer attend events - 80 VCOS (296 individuals) have taken part in Assembly events in the first 3 months of 2019-20. A further 60 individuals have attended the Young Lives Forum. 369 training sessions have been held - reaching a maximum of 391 individuals in the quarter. This element of provision is the part which is most diverse in take-up and involvement.



ESTIMATE OF CURRENT SUPPORT 'REACH'

- NO CURRENT ENGAGEMENT
- ON DIVA DATABASE
- TAKE PART IN ACTIVITIES

OTHER FACTS (Q1: 2019)

C-NET E-bulletin 936
 DIVA User logins 7,327
 Web enquiries about volunteering 2953

Accounting Advice sessions 60
 VOSO sessions 299

Most VCOs Interact with the Infrastructure Organisation's on-line. The DIVA database has 7,327 user logins, 4,836 browsed the B-Funded website, 2,107 visited the Community Action Bradford and District (CABAD) website, 1,629 subscribe to the Young Lives E-bulletin, 936 for the VCS Assembly E-Bulletin.¹⁵

The most engaged and visible participants in the VCS Assembly Steering Group and VCS Alliance are those whose principal funder is the public sector (NHS or Local Authority), as in the main, this is the way that they find out about developments in the public sector, and opportunities for funding. In general, with some exceptions, this group of VCOs are relatively stable professional organisations who have some managerial capacity allowing them to generously contribute their resource to assist the VCS at large through Charing Forums or other representation activity, for example, on public sector committees.

¹⁵ Information is from the Q1 Contract Monitoring Report, we have no further information about which Organisations have logins.



CURRENT ARRANGEMENTS

CURRENT ARRANGEMENTS

WHAT'S STRONG ABOUT THE CURRENT ARRANGEMENTS AND PROVISION?

VCS participants valued the interaction they enjoy within the wider Bradford and District 'System'. They think the networking opportunities and sharing of information at events was very valuable. The concept of an Assembly was popular, although it was recognised that there needed to be some changes to the way that it works.

Others from outside the Bradford and District mentioned that the level of financial support offered by the public sector to improve the VCS was impressive and welcome – although this was not necessarily recognised by all stakeholders within the VCS, perhaps as they may be less aware of the swathing cuts to the VCS in other areas of the country.

The infrastructure supply organisations were proud of the products and services they provide. They and the elected members commended the work of the VSOs and believed their work on the ground to be a vital part of the jigsaw when it comes to ensuring a vibrant and thriving District, particularly during challenging times.

CURRENT ARRANGEMENTS

WHAT'S WRONG ABOUT THE CURRENT ARRANGEMENTS AND PROVISION?

VCS Issues

VCO's who were not engaged with the system fell into two camps:

- the majority did not care much about being involved with the infrastructure and their only point of contention was about "communication" and notification of opportunities to bid for grants
- the minority who didn't even want this level of involvement. They want their independence to be respected.

None of the small number we talked with had accessed training this year.

The mid-sized and larger locally based VCOs are more likely to be engaged in the VCS Assembly. Notification of opportunities was a continuing theme with a number of the engaged VCOs who also felt that methods and processes for this were not clear, or often transparent. They were supportive of a number of the infrastructure services offered to the sector but seemed to think these were not aimed at them but at smaller organisations.

A number of VCO's complained about the commissioning arrangements claiming that they had been brought together by the VCS Alliance to bid collectively for work but had not received what they believed to be value for their part in this work – with particular concerns about the lack of full cost recovery and the perceived unfair management charge taken by the Alliance.

A small number of organisations and groups complained vociferous about not having a voice within the system, claiming the architecture had failed them and that there is no clear link between 'grass roots' feedback and the representation work within the current arrangements.

CURRENT ARRANGEMENTS

Public Sector issues

Familiar concern about the complicated nature of infrastructure arrangements were again raised particularly in terms of it being unclear how to navigate the politics and who to speak to about what. This could often be seen as a barrier to involving the VCS as it can feel like 'hard work.' Commissioners were also very concerned about the cost of these arrangements, specifically about the duplication of functions and number of senior officers/back office functions the grants supported etc.

The Public Sector colleagues we spoke to recognised the importance of investment in VCS infrastructure, but did not believe current arrangements had led to a consistently high-quality product being delivered to them. They also did not feel that there were the market mechanisms available to them all offering the degree of flexibility they wanted.

They did not believe the current arrangement supported the VCOs leadership enough. They wanted to involve the leaders of the VCOs in more projects, as well as at a strategic level, but recognised that this was an area which needed greater investment as there was over-reliance on a few key individuals willing to volunteer their time to be involved in representation activity, and that this was not a sustainable position.

Finally, they are very concerned that present arrangements do not address problems in provision locally (at a ward or Community Partnership level). There are parts of the city where community centres and organisations act as 'anchors'. These vary significantly in terms of their quality of delivery, provision available and sustainability with clear examples of where provision is failing and their closure could have a significant impact on the local area it serves. There were widely varied opinions, in terms of how this should be addressed, however, a number of key stakeholders highlighted the need for the grant to be used more flexibly to identify areas of the District with significant gaps in VCS provision and/or areas with significant health inequalities. This would mean more targeted resource and less 'universal offer' which could also be controversial for those who perceive themselves as missing out. It would also not be a 'quick fix' and would require significant investment in community development and capacity building over an extended period of time.

CURRENT ARRANGEMENTS

Grant makers and Foundations

There is a significant amount of grant funding that comes into the District via Trusts and Foundations. Of particular note is the level of investment in Bradford as an identified 'priority area' from the Big Lottery, Henry Smith, Lloyds Bank Foundation, Power to Change, St George Martin, BBC Children in Need, Sport England, Bradford Community Fund, under the umbrella of Leeds Community Foundation and the Cooperative Group.

That said, the external funders we talked with told us that they wanted to invest more in Bradford and District as it ticked a lot of boxes for them to do so. However, they had found interacting with the VCS here quite difficult. They were particularly unsure who was speaking for whom. One respondent told us they gave up trying to invest "because it was just too complicated to work out where the money would go" and they were: *"fed up of having to work so hard for the pleasure of giving these organisations our money"*. For those we talked to, the proxy measures they use to assess investment risk (such as Trustee and organisational turnover, record keeping, internal governance) were all "flashing red" in Bradford.

CURRENT ARRANGEMENTS

SUMMARY

Although there have been previous reviews of VCS support infrastructure which have led to changes¹⁶, there was an overwhelming opinion that it is time for significant change to ensure a fit for purpose and future proofed solution, which maximises impact.

It is notable that there was a high degree of alignment about the strengths and weaknesses of the current system from all stakeholders (VCS and public sector). The current infrastructure organisations recognised the need for enhancements, although were varied in their views about how significant this change should be.

Most respondents were pleasantly surprised at the level of funding made available via the local authority support grant and the overall funding that has flowed from the public sector to develop and build the VCS.

Though this information is available through annual reports and other publications, only a few very well-informed commentators have an understanding of how the money flows once it is received by the commissioned provider and what has been achieved with that funding.

Nearly every commentator believed the system had too many organisations, complicated governance structures and back office/management functions involved in administration and delivery, that the money had been split too many ways, and, that the Assembly Forums need updating.

¹⁶ The last review led to the merger of a number of organisations to create what is now Community Action Bradford and District (CABAD)

FUTURE ARRANGEMENTS

FUTURE ARRANGEMENTS

MARKERS OF A SUCCESSFUL VCS ENVIRONMENT

We asked 10 Funders (Public Sector, Grant givers and Foundations), 10 VCOs and 5 external experts to think about systems and places where the local VCS thrive. Specifically, we wanted them to list the characteristics that would mark out a good system in which the VCS would thrive.

Tier 1:

(>75% of participants “agreed”)

- Large number of diverse VCOs
- Evidence of an independent mindset (not public sector in character/entrepreneurial)
- Evidence of diverse funding streams
- Transparent systems and processes

Tier 2:

(25%-75% of participants “agreed”)

- Low turnover of Trustees
- Growing numbers of Volunteers
- Other funding recently attracted
- Co-production of contracts
- A culture of giving evident
- Long retention of Chief Executive

We also asked them to identify a place they knew which they admired as a great place to be a VCO. The results were far more mixed; and no pattern was established. Most told us there isn't a single exemplar.

There was also a strong theme encouraging charities to modernise and update systems and processes to take full advantage of modern digital tools.

FUTURE ARRANGEMENTS

WHAT LARGER VCOS (+£250K) WOULD LIKE TO SEE IN FUTURE

Most of the respondents we talked with in this category had interacted with the infrastructure during the last twelve months. Two larger fundraising VCOs (based in Bradford) had not had any contact and they saw no reason to become engaged in future. The rest were engaged and were animated about improving the system. The larger the organisation (financially and staff wise) the less they needed the practical help being offered, preferring to use commercially/externally available alternatives which they could tailor to their needs. Medium size organisations were interested in both expert assistance and sector wide development opportunities. They also highlighted that they would be keen for different models to be explored such as a sliding scale for paying for services, support for joint purchasing (economies of scale) and coordination of more specialised training.

All provider organisations within this cohort wanted to create more opportunities for the public sector to outsource their work to the VCS, or to deliver collaboratively. They noted the wide narrative around the 'left shift' of resources but had seen limited evidence of this happening. They thought this might be organised via infrastructure support system. They were interested in grants and commissioned work and were comfortable with the direction of travel toward higher standards of reporting and outcomes.

A small but influential number of respondents (notably those working at a locality level) wanted to decentralise the support offer completely and support VCO development locally through strong anchor organisations. The Anchor VCO would then be paid a fee to manage this work and would develop their local community micro-offer. When this organisational response was raised with others they agreed that a geographical approach works in places where there is a natural anchor, but doesn't if there is not, they were also keen to understand how these "uber-centres" would be nominated and what that meant for non-geographically assigned VCOs – would they lose out in some way? (see three big issues).

This group definitely see the infrastructure as a means to facilitate a collective voice for the VCS in both NHS and Local Authority decision making bodies/systems forums, and felt that there had been some positive results for the sector, and communities, by working at this level, particularly in the last couple of years.

FUTURE ARRANGEMENTS

WHAT SMALLER VCOS (-£250K) WOULD LIKE TO SEE IN FUTURE

The support infrastructure providers and other VCS leaders believe that smaller organisations and purpose driven micro-organisations in the main beneficiaries of support. The training and access to information offered is essential to them, and a number have benefited from the direct support of the Voluntary Organisation Support Officers (VOSOs).

Yet few are involved in the leadership and representation of the VCS as they simply don't have the resources to do so. Although we tried to balance the sample, we talked with more engaged VCOs in this category than non-engaged but the views of both about the future were consistent.

Smaller VCOs wanted practical help to increase resource. They want to increase their income with bid writing assistance and access to grants. They are not as interested in trading in general and see themselves as key providers of insight into their community. And, they want to increase the number of volunteers. They see a role for a centralised resource in both these areas. They clearly do not feel that their voice is currently being represented through current mechanisms, however, there is also a challenge given their limited resources for them to participate in meetings or even engage in some of the electronic communication methods.

A key message from small VCOs were that they did not want infrastructure organisations which are meant to be supporting them, to then compete with them for grants.

FUTURE ARRANGEMENTS

WHAT THE NHS WANTS FROM THE VCS IN FUTURE

Although the NHS has historically been a proxy for the local Clinical Commissioning Groups, as part of this review we also spoke to colleagues from Bradford District Foundation Care Trust, and the two local acute hospitals.

All NHS colleagues were keen to do more with the VCS and see the infrastructure system as a way of making this happen for them. There are practical and ideological drivers for them.

The NHS is clear that it must ensure that the money it spends in the VCS gets results. They want to be able to prove the impact this spend has made on their objectives set by the NHS. When pushed they accepted that they do see the VCS as a way of delivering a number of stretching targets within a reducing resource envelope.

Some NHS stakeholders were very clear that, if they were to keep the maximum amount of spend in- district, in the case of unplanned funding or funding released from NHS England with little notice, they will occasionally have to strike bilateral agreements with VCOs that they trust to deliver at short notice.

The NHS providers (who commission services) in Bradford and District told us they would prefer to trade with strong collaborations of locally anchored organisations who they can trust with large sums of money and they see “pre-qualified frameworks” as a sensible way to achieve this. They also want a single marketplace where they can advertise opportunities.

The VCS Alliance is perceived as performing a useful function, in its ability to broker creative solutions, get funding to smaller organisations and perform a time consuming contract management function which they are no longer resourced to deliver in-house. There have, however, been some concerns about the delivery vehicle and business model for this function.

There is a clear commitment within the NHS to supporting the local VCS in Bradford and District, and they recognise the ability the VCS have to reach into communities to gain insight and influence. A couple of senior NHS leaders believed that the public sector had a lot to learn from the VCS about how to innovate to improve services delivery.

FUTURE ARRANGEMENTS

WHAT THE LOCAL AUTHORITY WILL WANT FROM THE VCS IN FUTURE

The local authority had many similarities to the NHS in practical considerations: improved impact reporting, support to the VCO's so they provide higher quality products for a lower price, use of local VCOs as insight collectors and influencers in "difficult to reach" communities etc. Like the NHS the key commissioners of services were concerned about their specific duties and how these were to be discharged but did recognise the wider requirement to create a universally strong VCS offer.

There was more emphasis on supporting sustainable organisations in the community. Universal coverage was more important to some Local Authority officials than other respondents. Some wish to ensure the city and district has strong VCS local anchors throughout and see the VCS support grant as a possible route to supplying these.

They seek a way to deal fairly with the community centres who might be at threat of closure and require financial assistance to survive and want a method to re-establish VCO coverage in areas which are currently under serviced.

The council procurement team is committed to transforming their procurement strategy, including procuring for social value and looking at where a 'light touch regime' can be applied. They were keen to established "fair" trading rules, definitions and application that the entire local public sector could work within. They want to end any possibility of sweetheart deals being struck as these undermine trust in the system overall. They are keen to open dialogue with their counterparts in the NHS to discuss these matters. The team also wish to encourage diversity in VCS supply and a higher number of participants in the supply chain in future.

There was some interest in the function provided by the VCS Alliance, which has previously been focused on health funding only, and noted that this could be a useful vehicle for other external funding which might be brought into the District.

FUTURE ARRANGEMENTS

WHAT THE GRANT-GIVING ORGANISATIONS AND FOUNDATIONS WANT FROM THE VCS IN FUTURE

The public sector respondents were mostly concerned about systems and processes being fit for the future, the Grant & Foundations were more interested in people and relationships. They want to encourage purposeful leaders and to build longer term relationships with key trusted individuals.

They are short of is time to help local organisations apply. They wanted the confusion around whom speaks for whom in the sector sorted out with a single point of entry to the Bradford Marketplace. They also thought the Bradford system could be as smart as its neighbours, they should understand the key measures the foundations and grant givers use as proxies for good governance or high performance for example and have answers to the obvious questions they will ask. They also wanted to be welcomed for what they do rather than have their methodology questioned as if they were up to no good.

WHAT ELECTED MEMBERS WANT FROM THE VCS IN FUTURE

The elected members were quite clear about their requirements They want the majority of the grant to reach smaller localised organisations working within communities. They wanted universal coverage for the VCS with the district at the same time as clarity of what was available at a ward level. They were keen to ensure the percentage of money spent on the support infrastructure was transparent and for the overhead costs to be reduced as a way to ensure that funding was maximised at the front line. They were also clear that they wanted a greater understand of impact and outcomes. They were supportive of alignment between NHS/Local Authority spend.

FEEDBACK FROM WORKSHOP SESSIONS

FEEDBACK FROM WORKSHOP SESSIONS

A series of three workshop sessions were held with: (1) Elected Members (2) VCS Assembly Steering Group (the elected leadership), VCS Alliance Directors and the support infrastructure organisations/providers, and (3) Public Sector commissioners and providers. The insight gained from these sessions has been used throughout this report, however, each session contained important views that should be recorded in this report.

01 Elected Members

The session with the elected members was well attended. Most of the output was about what was possible in future and is recorded above. There was considerable support for continuing to support the work that the VCOs do within wards and the VCS overall. Members want to reduce duplication, administration cost and would support greater alignment of public sector spend overall.

02

VCS Assembly and Alliance and current providers

There was clear agreement that change was needed, but we could not find unanimous support for what the new system needed to look like or how to enact change. Consensus was, in general, difficult to find. Participants who supported change when interviewed fell silent when their ideas for change were repeated to peers who would be affected by the changes they supported in private.

For example, most participants supported the principle of simplification and the general direction of travel toward the recommendations contained later in this report - but there were a minority who do not support a single slim-lined structure/organisation to oversee the contract in Bradford and District.

It was clear that a number of organisations in the room came expecting to hear specific contractual recommendations on how commissioners would refresh support. Others noted that there were elements of the report that related to wider 'systems issues' which would not necessarily be addressed by VCS infrastructure and would also require changes in behaviour and approaches used by public sector colleagues.

Although this was the most challenging of all the feedback sessions we held, it was in many ways the most helpful. It narrowed the scope of what might be achieved with the VCS in Bradford and District at present. And it clarified that getting to meaningful change would require a longer period of time if co-production is used.

03

Public Sector commissioners

At a workshop with the public sector commissioners in November 2019 there was unanimous agreement from senior officers across the Local Authority and the NHS to work together toward a common objective of ensuring a strong and sustainable VCS in support of the wider objectives of the District. Officers also agreed to investigate the practicalities of bringing together funding for a joint commission of these services going forwards.

THREE DIFFICULT ISSUES

THREE DIFFICULT ISSUES

We have covered a lot of ground during this review and we have uncovered some great ideas and positive attitudes about what the future might look like, but we have also uncovered three difficult issues, which need to be acknowledged but around which there is no consensus of opinion.

01

“NOT-SPOTS” AND COMMUNITY ANCHORS

There are parts of the City and District with strong vibrant Community Centres that are financially stable, run by experienced leaders who have earned a high level of trust from local charities and voluntary organisations as well commissioners. They would definitely be well placed for hosting support services and functions. There are other places where probable anchors (the stronger community organization) are either in deep financial/governance trouble and/or issue specific in nature.

There are a series of responses one could make to this challenge. Funders might choose to channel a significant proportion of support spending (and management fees) through Community Anchors, commissioning them to deliver all support within a given geography within the City and District. This is very popular with some - but who will pick the winners & losers?

A large percentage of the financially weaker institutions are in the most economically deprived parts of the City - arguably, where they are most needed. This is clearly of concern.

In some places the strongest “anchor” with a community minded purpose would be a faith or sports organisation or an issue driven charity. Some smaller VCOs liked the idea of working with such a local anchor - others were absolutely dead set against it, claiming that unintentional bias was bound to play a part in this arrangement. In a completely random and unrepresentative survey both possible non-community centre anchors that we approached were very reluctant to take responsibility as it was an objective beyond their articles of association.

Alternatively, the public sector might also put together a “support package” to help failing Community Centres in critical “not-spots”. But is this not rewarding failure? It is certainly grant funding by another name.

Or the public sector could choose to leave Centres to fail and wait for the void to be filled by a sustainable locally generated response - perhaps from another third sector provider such as a faith organisation – yet this could leave a part of town without provision for a time or unintentionally marginalise another community? At the moment this issue is not being addressed at all.

02

CO-PRODUCTION PROCESS AND MEANINGFUL CHANGE

There is a majority voice locally for radical and meaningful change to the way the support infrastructure is delivered. Yet most interviewees favour implementing that change through a local co-production process that will involve the current suppliers of services. Yet our experience is that what is said in private is not always supported in public. Our concern is therefore that entering a co-production process will result in little meaningful change to arrangements. A central contract let and several sub-contractors all of whom are paid management fees, leaving less for front-line support.

VCOs are already defining themselves less by geography and more by community of interest. We are also not convinced that all of the VCS current infrastructure delivery partners who are engaged in the process have the same appetite to innovate or adopt new technology as may be needed if they are to remain relevant to their VCO colleagues in future.

Simplification of the system, and maximizing innovation and impact, will require absolute resolve from commissioners in particular.

03

DON'T REWARD THE VCOS BECAUSE THEY ARE MICROCOSM OF THE PUBLIC SECTOR

The most engaged actors in this review are those who are involved in public sector led commissioning contracts. The public sector is understandably keen to do business with organisations with which it feels comfortable. The view is that the most successful VCO providers are those who walk and talk like public sector organisations. By insisting on compliance to public sector norms the system might lose innovative practice and entrepreneurial spirit along the way - and that would be detrimental to quality in the long run.

RECOMMENDATIONS

RECOMMENDATIONS

Having considered the matter carefully we are putting forward the following recommendations to improve the VCS in Bradford and District via a public sector support package.

PRIORITISING THESE RECOMMENDATIONS

Agreeing a purpose (recommendation one) is the most important enabler. In setting a purpose, decision makers MUST ensure that plurality and diversity is respected – specifically this cannot exclude those who champion causes beyond: Health, Children Social Care etc. so a wider purpose (wellbeing?) should be favoured.

Then, those recommendations that help VCOs of whatever size or purpose to become sustainable and find funding from out with the public sector are to be favoured as one cannot expect support grants to continue beyond this settlement. This includes support for entrepreneurial activities.

Finally, finding and recruiting a diverse set of high-quality Trustees across the sector – thereby reducing the overall vacancy rate and increasing the number of people with influence who are personally involved with good causes is, we believe, a universal improvement we could deliver through this support.

The commissioners should apply the following principles to support spending on the VCS in future:

Public Sector and VCS to work together to agree a shared vision and set of values

with the potential to link this to a refresh of the Compact. Perhaps start with the working in recommendation one.

Do things once. Avoid duplication.

Bring all public sector VCS support spend together to maximize improvement impact and reduce overhead spend. This may best be achieved via a single facilitator.

Bradford and District first (whenever possible).

Spending money within the District has added beneficial effect. A local solution is always therefore preferable – but only if it is of equal or better quality and price to an external offer.

RECOMMENDATIONS

Commissioners should contract a single infrastructure organisation to oversee the following five programmes to:

1. Attract more external funding and diversify the income streams of VCOs so they are collectively less reliant on the public purse.
2. Recruit, retain and develop individual VCS/VCO leaders
3. Improve the consistency of quality of service and reporting offered by VCOs to commissioners/funders.
4. Fill Trustee and volunteer vacancies and improve the governance of VCOs across the district.
5. Simplify and modernise the support infrastructure, including service directories and market mechanisms.

A time limit should be set against delivery of each programme as should Outputs and Outcomes drawn from Appendix 2.

None of these programmes will be fully successful unless there is system-wide agreement and behaviours change. The current arrangements include a behaviour code – which is observed through the breach. **Participants from the public sector and the VCS must agree to play by the rules and not try to go around the systems which are being put in place.**

The VCS and its VCOs should view the improvement support they receive as something they should add to. Specifically, there is an organisational responsibility for VCOs to improve the package of training and development they offer to their staff and volunteers.

The Assembly and forums should be subject to evolution rather than revolution via Programme 5 Simplify and Modernise. We support calls for the Assembly Chair to be elected by the Assembly membership, act as the leader of the VCS in Bradford and District, be a sabbatical post supported financially via these arrangements. It is unfair to ask people to carry out this full-time task in an ad-hoc manner. The VC needs a single identifiable leader who is from the VCS.

For further detail of what might be included within each programme of work and to find out more about the ideas discussed in the consultation stage, please see Appendix 2.

**“YOU HAVE
TO EAT YOUR
OWN-BRAND
DOG FOOD
OR IT WILL
NEVER TASTE
ANY BETTER”.**

Google playbook

APPENDIX

PROGRAMMES TO DISCUSS

APPENDIX: PROGRAMMES TO DISCUSS

Commission support against an agreed common objective.

Idea	Notes
Perhaps “to ensure that the VCS in Bradford and District is supported and equipped to deliver the best outcomes for citizens of the district”	<ul style="list-style-type: none"> Based on our external expert testimony

Do things once.

Idea	Notes
Bring all public sector VCS support spend together to maximize improvement impact and reduce overhead spend.	<ul style="list-style-type: none"> Building on Local Authority/ NHS workshop This may best be achieved via a single infrastructure organisation set within a clear hierarchy

Bradford and District first (whenever possible).

Idea	Notes
Spending money within the district has added beneficial effect.	<ul style="list-style-type: none"> A local solution is always therefore preferable But only if it is of equal or better quality and price to an external offer. Bring Procurement Teams together to discuss
VCS to collaborate more with each other	<ul style="list-style-type: none"> The Boards of VCOs should agree to interview at least one candidate from the wider Bradford & District VCS for Executive officer roles.

Programme One: Attract more funding and increasing the overall pot

Idea	Notes
Centralised Horizon Scanning Service	<ul style="list-style-type: none"> Linked to marketplace Be more pro-active with push messenger etc.
Centralised Bid-writing Service	<ul style="list-style-type: none"> Not universally supported by VCS who fear “de-skilling” of smaller organisations if this happens
Single point of contact for VCS	<ul style="list-style-type: none"> Create one infrastructure team with one person at the head.
Campaign to attract outside funding	<ul style="list-style-type: none"> A warmer welcome for private funders.
Spend more public sector money with the BD VCS	<ul style="list-style-type: none"> Especially research money
Spend more Bradford donations in Bradford	<ul style="list-style-type: none"> Outreach to find out what local givers want to support Active campaign to encourage local spending from Foundations & Trusts and Grant givers
Longer term contracts	<ul style="list-style-type: none"> Public Sector change required
Support VCOs to “trade” off assets	<ul style="list-style-type: none"> Learn from Transformation programme Training package?

Programme two: People and leadership talent development

Idea	Notes
Support for Social Entrepreneurs	<ul style="list-style-type: none"> • May need to change definitions/ broadening of third sector to social purpose
Access to good quality leadership development.	<ul style="list-style-type: none"> • Continue to extend public sector training to include VCS • Focus on diversity of leadership to ensure representation of BAME communities

Programme three: Improve quality and reporting

Idea	Notes
Create and use a single VCO Assessment tool	<ul style="list-style-type: none"> • Learn from Transformation programme – but simplify • Agree a shared understanding of Outcomes Based Accountability. • Investing a substantial proportion of this grant to support a drive towards every VCO producing an Impact Assessment.
Out-reach for new VCOs	<ul style="list-style-type: none"> • The VCS Infrastructure should always strive to have a better knowledge of groups and what they offer to place on DIVA.
Not-spots	<ul style="list-style-type: none"> • Decide on a future of support programme for “failing” centres – where financial support is given for a change in governance.
Support for Small & Medium VCOs	<ul style="list-style-type: none"> • Training programmes should continue to be offered specifically at these organisations

Programme four: Trustees & Volunteers

Idea	Notes
A trustee marketing campaign	<ul style="list-style-type: none"> • To attract and fill vacancies (especially from beyond the public sector) • Increase applications from those with protected characteristics.
Volunteering better triage	<ul style="list-style-type: none"> • All should use the central on-line system • Agree a consistent definition of Volunteers and a way to estimate their number and use it.
Volunteer Centres	<ul style="list-style-type: none"> • Need greater investment and to be more presentable and welcoming than present.

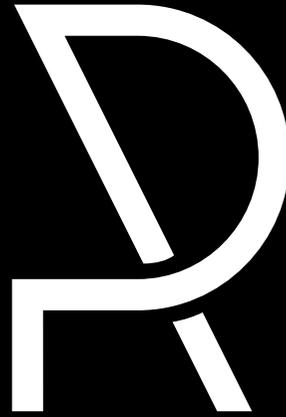


Programme five: simplify and modernise

Idea	Notes
Change the marketplace	<ul style="list-style-type: none"> Remove lower value contracts from competition process. Agree cross sector “social value” clause Create and use a single portal (Better than B-Funded) Pre-qualification will read across to training. Single guardian/host of system – with no trading arm.
Single VCS Directory Services	<ul style="list-style-type: none"> Link to commercial social value planning gain menu on all Public Sector contracts Should be next generation (machine learning, Artificial Intelligence, block chain etc.) to reduce cost and complexity.
Agree single management fee for all commissions	<ul style="list-style-type: none"> 15% should be the starting point for negotiations
A single voice for the VCS through the Assembly	<ul style="list-style-type: none"> The infrastructure support organisation should report to the Assembly as the representative group for the VCS across the District.
Single Communication system	<ul style="list-style-type: none"> A (single) e-newsletter and face to face meetings should work alongside a flexible online two-way communication platform; this might be linked to the “marketplace platform.
Assembly should adopt a digital platform	<ul style="list-style-type: none"> For information sharing, most meetings and transparent decision making
Review Role of Reps	<ul style="list-style-type: none"> Rep Role: (a) helping develop a new product, (b) being the “subject specialist” adding professional insight, or (c) as the provider of service. Rep should be interviewed for positions rather than elected Discussing a matter with the VCS/organisation is not a replacement for meaningful engagement with the target group itself. Engagement or reach into a community should be commissioned. Consideration should be given as part of the co-design process about whether the current model of representation is sustainable. Consideration should be given as part of the co-design process, how the voice of small grass roots organisations can be fed in more effectively.

Review the Assembly governance arrangements at Board level	<ul style="list-style-type: none"> • Assembly Steering Group (the Board) should be appointed by a panel of system leaders rather than elected • Might be aligned to Community Partnerships
Assembly Forums	<ul style="list-style-type: none"> • Communities of interest and popular subject specific groups (such as Health and Wellbeing or the Youth Forum) should be encouraged to continue for information sharing, however, the topics should be reviewed as they are outdated. • Consideration should be given as part of the co-design process how the Assembly can also operate in a more agile manner to coordinate around cross cutting themes.
An Infrastructure Organisation	<ul style="list-style-type: none"> • A slimmed down, simple management organisation should administer the grant and commission services. This body should not supply commissioned front-line services to others – its sole purpose is to service this contract in the most efficient method available and certainly within 15% of the total monies available.





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Appendix C - Bradford and District VCS Infrastructure Review – Themed Workshops Interim Report

Historically BMDC and Bradford CCGs have funded the support of the Voluntary and Community Sector through grants to infrastructure organisations. The overall purpose of the funding is to develop, maintain and encourage a thriving non-profit sector in Bradford. The non-profit sector plays a vital role in the success of the city and contributes vastly to the wellbeing of the workforce and residents in Bradford.

During the last eighteen months, Bradford and Districts infrastructure support organisations have worked with independent contractors to undertake a review in relation to the services and support delivered as part of Bradford Metropolitan District Council's and Bradford CCG's contracts. Initially in 2019 Project Rome worked with the sector and developed a report aimed at outlining the current provision and working up a set of recommendations for future commissions.

Thereafter, a co-production phase was entered bringing together stakeholders to look at the service needs and strategic development within infrastructure for the Voluntary, Community and Social Enterprise Sector. The workshops initiated conversations around designing whole system approaches, collaborating with the wider economy whilst embedding community voice. Only a third of the planned workshops were completed before the subsequent COVID lockdown. This interim document compiles the notes from the events.

Voice and Influence

'Voice and influence' constitutes two interconnected strands of work - representation of the VCSE sector and, the voice of communities and how that influences strategy across the district. In terms of sector voice, the current structure of the Assembly gives representation with a line of accountability and governance structure. A further 'Engaging People' commission connects with communities through the VCS to gather voices on specific subject.

The Voice and Influence Co-design workshop prioritised the following areas of development;

- A review of the Assembly forum topics and themes, consideration to be given to those cross-cutting themes, themes that currently work in isolation and how information is shared across the forums.
- Forums to move away from information sharing platforms to partnership forums between both the VCSE and public sector partners including CCG and Council officers.
- Further development of outreach. Consideration of how the mechanisms foster a relationship between the voice of the grassroots and service design and strategy.

- To revisit the governance of the Assembly Steering Group, look at whether the most appropriate VCS leaders are representing the sector through ASG and, the transparency of both that representation and decision making.
- Clarity to be outlined in terms of where Community Partnership representation and ASG representation work together and, to further acknowledge and understand the different types of representation; strategic / commissioning / design and delivery.
- To move towards a shared vision for the sector, which can be carried by the ASG leaders and Alliance governance structure.
- Staffing resource for Assembly forums to be more widely discussed. Allocating one dedicated part time worker for each topic forum was the preferred model.
- Assessment and clarity in voice and influence sub groups, particularly under the protected characteristics sub contracts. There is a need to give a more equitable reach to these communities of interest with an emphasis on paid representation.
- Need for a diversity of networks with shared visions. These networks don't necessarily need to be physically centralised.
- Engaging Communities activity works on an ABCD approach and existing network of assets for engagement work. This data should be shared strategically and district wide. Information to be more widely interrogated and have a conduit for feedbacking into communities. This work is likely to be given more direction with a district wide engagement plan.
- Voice and Influence insight to be fed into external funding opportunities giving strong community voices to the design of services.
- Development of Young People's leadership and representation.

VCSE Resourcing

The current voluntary and community sector resourcing provision across Bradford District is comprised of two elements of work. Bradford VCS Alliance operates as part of the integrated health and care system and provides contract management for health. This function was originally funded by Bradford CCGs however operates a sustainable model through the contracts it attracts and manages. Community Action Bradford and District provides a research and information service which benefits the sector with resourcing insight.

During the VCSE Resourcing co-design workshop, the following areas of development were prioritised;

- Income maximisation for VCSE organisations within the district and generating additional external funding into Bradford.
- Increasing capacity for the inclusion of resourcing services for social enterprise.

- Links to be developed between 'Give Bradford', CSR and the Infrastructure organisations developing resourcing activity.
- Development of a 'market place' to run alongside the Alliance activity. This market place to build a network of specialists/members.
- Aim to work within an 'honest brokerage' across the Alliance activity. Conflict of interest to be removed from brokerage to provide more transparency. Current provision has cross over of Alliance/Assembly/providers/Competitors. 'Honest Brokerage' is seen to be able to enhance the influencing of the strategic environment.
- Contract Management packages to be developed to assist with the 'honest brokerage' and outcome data sets.
- Transformation work to be developed around real time data platform – links to both income maximisation and brokerage.
- A concentration on a 'Left Shift' strategy, following the work carried out in Airedale.

Volunteering

Volunteering provision currently operates from two independent Volunteer Centres located in Bradford and Keighley. The functions of these centres comprise of the recruitment and brokerage of volunteers and volunteer placement, advice and support for employers on volunteer management and volunteer development in terms of promoting 'People Can' and representation at region.

The priority areas to come out of discussion during the co-design workshop can be summarised as follows;

- A wider assessment to be undertaken into the resource needed to run two independent volunteer centres and how that resource might best fit needs across the district.
- A move away from appointment-based drop ins and a more time effective model developed.
- Shifting towards a model of capacity building within organisation and culture change within those organisations towards the use of volunteers.
- The need for a renewed Volunteering Strategy across the district.
- Furthering the possibilities of the 'People Can' kitemark within organisations.
- To ensure that the training strand is linked with the capacity building training package.
- To work towards developing portable 'volunteer passports' to enable DBS and training transferrable.
- To maximise funding of volunteering agenda through joint funding of volunteer co-ordinators across organisations.
- Carry out focussed work supporting organisations around the Corporate Social responsibility agenda.

- Ensuring that volunteering is linked to other programmes across the district for example, the RICS programme which outlines support for volunteering
- Drive forward a programme for statutory organisations and organisations within the VCSE to release staff to volunteer.

Information and Insight

A small part of infrastructure commission is current spent within information and insight services. This piece of work delivers on making available information on funding, volunteering, events, jobs, relevant news and policy and guidance.

There was a brief discussion, which was proportionate to the work element and although this role was depicted as being vital, the main areas for further development were;

- The establishing of a self-serve information service through a single platform. This platform to be able to provide downloadable resources, policy packs, advice and information.
- A refresh of the DIVA database and updated information in relation to the VCS sector.

Capacity Building

Commissioned services are centred around the provision of training to include the development of skills, effective use of resources and community accountancy. There is a delivery of a generalist support to groups, in particular new and emerging groups and, a Voluntary and Organisation Support Office (VOSO) in each constituency. Some of the themes previously mentioned, such as Information and Insight and Resourcing cross over with the capacity work.

The discussion at the co-design workshops were centre around the following priority areas;

- Workforce development and capacity building of strong new and diverse cohort of system leaders.
- Skilling up the sector – market development to link in with VCSE Resourcing.
- Creation systems of learning around generous leadership.
- Self-serve single platform for organisations to self learn / develop – a move away from the appointment based VOSO model.
- Robust assessments for support – possibility of specialist support to organisations – move away from generalist offer.

Bradford and District VCS Infrastructure Review: Sense-checking progress so far

Survey Report – March 2021

1.0 Background

In 2019, the City of Bradford Metropolitan District Council (CBMDC) and Bradford NHS CCG commissioned an independent review¹ to explore the existing infrastructure and support for the Voluntary, Community and Social Enterprise (VCS) sector across Bradford District. The aim was to explore the views of stakeholders and partner organisations in order to understand, how to support the VCS in the future in terms of sustainability and maximising impact within the wider system.

Project Rome¹ published a report (2019), outlining the current provision with a set of recommendations for future commissions. The process included; a desk-top review of relevant documents, interviews, focus groups and a series of workshops with key stakeholders. The workshops were facilitated conversations about how to design whole system approaches, collaborate with the wider economy and embed the community voice.

However, the review process was stalled owing in part to a systems response to the Covid pandemic. In summer 2020, the VCS looked for a possible system lead or small team to support the next steps and conclusion of the VCS Infrastructure Review. Support has been provided by the Improvement and Clinical Outcomes (ICO) Lead at Bradford Teaching Hospitals NHS Foundation Trust (BTHFT) working with the VCS infrastructure review steering group.

In December 2020, following on from the initial workshops and findings from other recent consultations² an online survey was sent to relevant partners and stakeholders. The aim of the survey was to a) check if previously identified themes from the original reviews workshops were still relevant and b) capture any new issues or gaps owing to the impact of Covid 19 now being faced by stakeholder groups.

The aim of this report is to present the findings from the sense checking survey. Within the discussion, the recommendations from the original Project Rome report are revisited in light of any new findings.

2.0 Method

An online survey was co-developed using SurveyMonkeyTM by the ICO lead and VCS steering group, consisting of 31 items. Survey questions explored the following areas:

- Findings from themed workshops – identified areas for development
- Issues identified by Race Equality Network (REN) and Bradford & District Community Empowerment Network (CNet)

¹ Project Rome report (?2019) - Voluntary and Community Sector funding support in Bradford & District

² - Race Equality Network (REN) and Bradford & District Community Empowerment Network (CNet)

- Survey on VCS resilience in the light of Covid

- Issues identified from sector surveys on VCS resilience in the light of Covid

Potential participants were identified via the VCS infrastructure steering group. An introductory email was sent describing the purpose of the survey with a link with a reminder message sent before the closing date. The survey was sent to [insert number] members of the VCS community, partner organisations and funding bodies. The survey ran during December 2020 and closed on 8th January 2021.

2.1 Data Analysis

Data from the survey was analysed using survey monkey analytics. The items with the highest response options were highlighted in Tables 2, 3, and 4. A thematic analysis approach³ was used to explore findings from free text responses. This involved reading and familiarisation with narrative comments, to develop codes and themes. The analysis was conducted independently by the ICO lead.

3.0 Findings

3.1 Key features of organisational responses (Questions 1-6)

Type of organisation

A total of 134 individuals responded from 78 organisations took part in the online survey. [Insert response rate based on data – by individual/organisation]. This included, 98 (73%) from the VCS sector, 8 (6%) from Social Enterprise, 11 (8%) from the local Council, 13 (10%) from NHS organisations and 4 (2%) identified as other (See Figure 1).

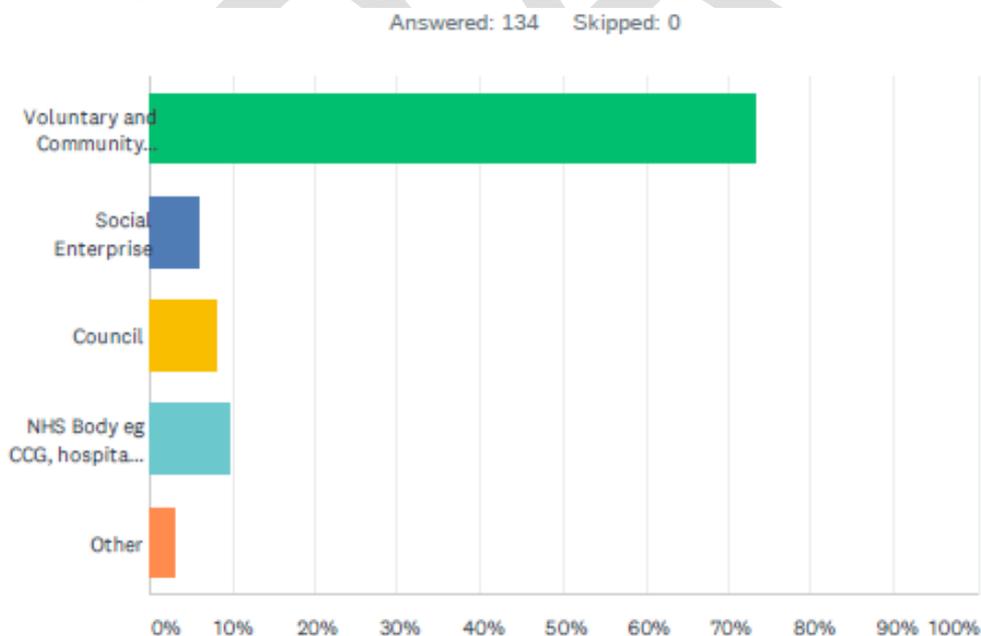


Figure 1: Types of organisations taking part in the survey

³ Braun V and Clarke V. Using thematic analysis in psychology. Qual Res Psychol 2006; 3: 77–101.

Key features of participating organisations

The majority of participants (84%) worked at organisations with paid staff and 45% (59) described being ‘service user led’. In relation to organisations geographical focus, 91% (119) indicated that work was not isolated to a specific neighbourhood (See Table 1).

Of the 109 respondents that answered the question about ‘protected characteristics that organisations focussed work upon’, the main areas represented were, under 18’s, 18-60, 60 and over and disability (See Figure 2).

Table 1: Key features of organisations

Key characteristics	Number or total responses	Number	Percentage
Run by volunteers	131	Yes - 21 No - 110	16% 84%
Service user led	131	Yes - 59 No - 72	45% 55%
Focus on a specific neighbourhood	131	Yes - 12 No - 119	9% 91%

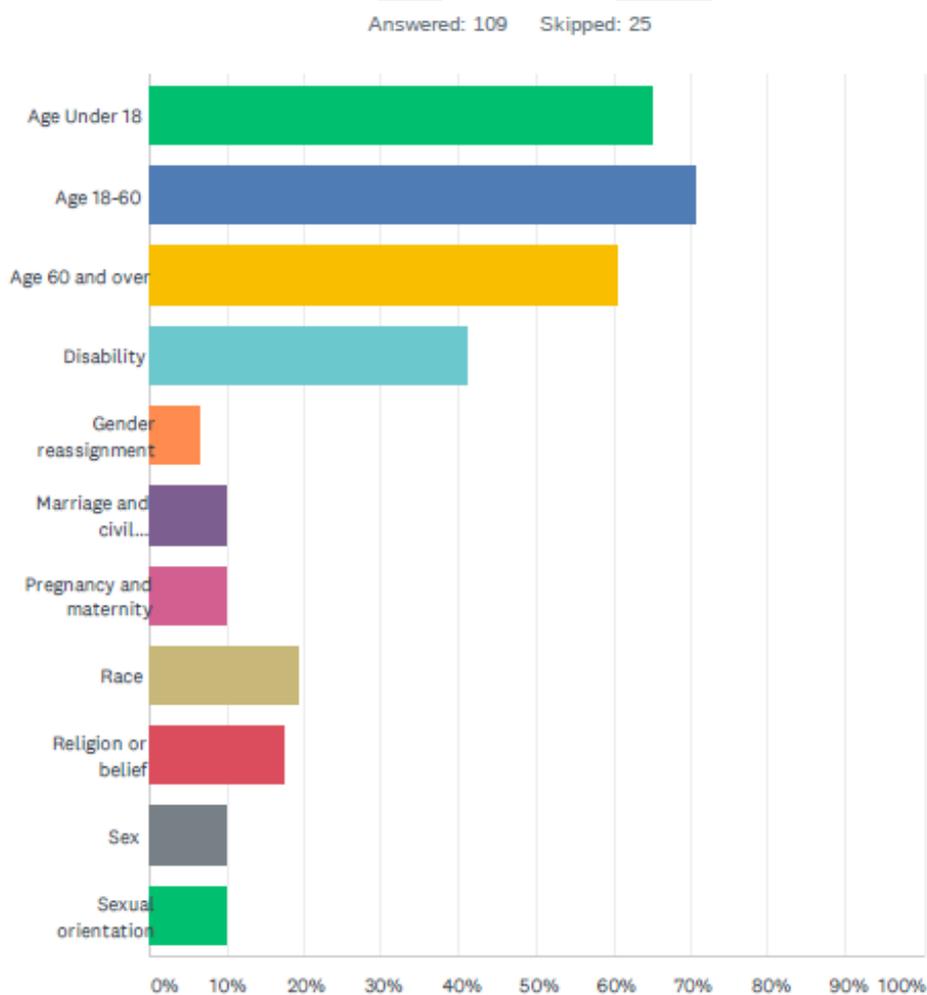


Figure 2 Organisational focus: protected characteristics

3.2 Survey responses – closed questions

The following section reports the results from responses to closed questions in the survey. Descriptive statistical analysis has been conducted using SurveyMonkey's™ analytical tool. The results have been grouped into three sections with key points highlighted:

- Stakeholder themed workshops (See Table 2)
- Issues identified by Race Equality Network (REN) and Bradford & District Community Empowerment Network (CNet) (See Table 3)
- Sector surveys on VCS resilience in the light of Covid (See Table 4)

3.2.1 Stakeholder themed workshops – identified areas for development

(Questions 8, 13, 18, 22 and 28)

Key points:

- Overall, there is agreement with the need to move towards partnership forums and to review the current governance structure and processes within the VCS Assembly. This includes testing ideas, such as, creating a market place with brokering facilities and gathering and sharing information in real time using a single self-serve platform.
- There is agreement to increase participation from grass organisations to ensure 'voice and influence' (two key themes of work) are strengthened. This includes, developing Young people's representation and leadership within the VCS, insights to be fed into generating funding opportunities and developing a volunteer passport to facilitate people to move between organisations easily and safely.
- A systems approach towards learning and compassionate leadership, whilst creating a stronger culture of volunteering across the system was agreed.

Table 2: Stakeholder themed workshops

Items	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Total
VCS Assembly Forums to move from information sharing platforms primarily for VCS organisations to partnership forums formed of VCS and public sector partners	28.57% 22	41.56% 32	22.08% 17	5.19% 4	2.60% 2	77
Ensure greater participation from grassroots organisations by providing a variety of ways to engage and participate and have views heard	59.21% 45	35.53% 27	3.95% 3	0.00% 0	1.32% 1	76
To review the membership and governance processes of the Assembly Steering Group (VCS leadership)	39.74% 31	32.05% 25	25.64% 20	2.56% 2	0.00% 0	78
Clarify the different type of representative roles and the processes for appointing to different types of role	41.03% 32	37.18% 29	19.23% 15	2.56% 2	0.00% 0	78
Ensure there is dedicated paid staff support allocated to each voice & engagement theme/forum	37.18% 29	37.18% 29	19.23% 15	5.13% 4	1.28% 1	78

Establish protected characteristic sub groups to ensure that voice and influence work is relevant to the whole community	34.62% 27	35.90% 28	21.79% 17	7.69% 6	0.00% 0	78
To use an Asset Based Community Development approach to support community based activities	42.86% 33	28.57% 22	25.97% 20	2.60% 2	0.00% 0	77
Voice and Influence insight to be fed into generating external funding opportunities	46.05% 35	38.16% 29	13.16% 10	2.63% 2	0.00% 0	76
To develop Young People's leadership and representation within the VCS	48.00% 36	34.67% 26	13.33% 10	2.67% 2	1.33% 1	75
Source additional funding into Bradford District	58.06% 36	30.65% 19	11.29% 7	0.00% 0	0.00% 0	62
Increase capacity to support social enterprises to source funding and resources	37.10% 23	32.26% 20	29.03% 18	1.61% 1	0.00% 0	62
Ensure there is a joined up approach to funding and resourcing that incorporates local funders and grant giving bodies, support organisations, philanthropy, support from businesses and organisations bringing resource into the district.	56.45% 35	32.26% 20	9.68% 6	1.61% 1	0.00% 0	62
Develop a 'market place' that allows organisations to be part of wider funding opportunities	42.86% 27	41.27% 26	12.70% 8	1.59% 1	1.59% 1	63
Ensure an honest broker facility is in place that joins up partners in a transparent way without conflict of interest	58.06% 36	33.87% 21	6.45% 4	0.00% 0	1.61% 1	62
Offer paid for packages of support with managing contracts and managing outcomes and data to partnerships that have been formed through an honest broker arrangement and been successful in winning bids.	32.26% 20	20.97% 13	40.32% 25	3.23% 2	3.23% 2	62
Develop ways of gathering and sharing data in a real time way to help support efforts to bring money into the district and to support the development of partnership bids	53.97% 34	38.10% 24	7.94% 5	0.00% 0	0.00% 0	63
Use evidence from local and national work to demonstrate the benefits of a significant shift in funding from statutory to community provision.	50.00% 31	29.03% 18	19.35% 12	1.61% 1	0.00% 0	62
Assess the resources required to support two independent volunteer centres for the District and if this addresses current needs	24.59% 15	31.15% 19	34.43% 21	6.56% 4	3.28% 2	61
Move to a more time efficient model of volunteering brokerage and support to organisations	37.10% 23	25.81% 16	37.10% 23	0.00% 0	0.00% 0	62
Develop a group of volunteers who can help organisations build their capacity and provide training on organisational development.	33.33% 20	28.33% 17	21.67% 13	16.67% 10	0.00% 0	60
Renew the Volunteering Strategy across the district.	36.07% 22	22.95% 14	36.07% 22	4.92% 3	0.00% 0	61
Help organisations to achieve the People Can - Volunteering Quality Mark	33.87% 21	25.81% 16	29.03% 18	9.68% 6	1.61% 1	62
To develop a 'volunteer passport' to enable volunteers to transfer safely between organisations	39.34% 24	32.79% 20	24.59% 15	1.64% 1	1.64% 1	61
To broker joint volunteer co-ordinator roles (2 or more organisations share and pay for a single coordinator)	29.51% 18	19.67% 12	40.98% 25	6.56% 4	3.28% 2	61
Carry out focussed work supporting organisations around engaging with businesses around volunteering (the Corporate Social Responsibility agenda.)	35.48% 22	37.10% 23	25.81% 16	1.61% 1	0.00% 0	62
Drive forward a programme for local authority, health bodies, businesses and other organisations across the system to release their staff to volunteer.	32.79% 20	39.34% 24	21.31% 13	6.56% 4	0.00% 0	61

To develop an information service through a single platform	40.68% 24	28.81% 17	22.03% 13	5.08% 3	3.39% 2	59
To refresh and update the DIVA database for the VCS sector	31.67% 19	36.67% 22	28.33% 17	0.00% 0	3.33% 2	60
Build a diverse cohort of system leader	45.76% 27	25.42% 15	22.03% 13	3.39% 2	3.39% 2	59
Create systems of learning and compassionate leadership	43.10% 25	27.59% 16	24.14% 14	1.72% 1	3.45% 2	58
Create a self-serve single platform for organisations to support e-learning	39.66% 23	34.48% 20	17.24% 10	5.17% 3	3.45% 2	58
Conduct robust for specialist support to organisations	39.29% 22	25.00% 14	28.57% 16	1.79% 1	5.36% 3	56

3.2.2 Issues identified by Race Equality Network (REN) and Bradford & District Community Empowerment Network (CNet)

(Questions 10, 15, 20, 25, 30)

The following section reports on survey responses to questions based on research conducted by REN and CNet.

Key points:

- There is agreement for more opportunities for BAME organisations to come together to support each other, ensure representation at key stakeholder meetings, improve access to training and development for leaders and volunteers and the need for training and education about racism, cultural competence, and unconscious bias.
- There is agreement over needing support with key aspects of funding, such as, awareness of opportunities, help with writing funding bids and sustainability issues.
- ***Desire for change***

The response to Covid has identified the appetite for more creative approaches and challenging the old model of funding. There was a sense that after Covid things will return back to normal. However, it is emerging that CVS needs to embrace the chance for focussing on things that matter at a local level.

'...help existing VCS organisations 'think outside the box'. Unless these organisations adapt and change they will cease to exist. Many are just waiting for things to go back to normal, that might be a very long time and they need to think what their role is now and what they need to do differently. (R-06)

Training was considered out dated and more support was needed to understand the bidding and commissioning process and managing a project rather than just getting though the application stage.

Respondents also noted that during the crisis it was small local community groups that addressed emerging needs and not the large national charities or VCS groups.

- **Streamlining systems**

Suggestions included standardising policy and documents for organisations, sharing resources such as Human Resources (HR) requirements. This would avoid duplication of efforts and would also help support small groups with capacity issues:

‘There are tasks that all community organisations have to do that could be done centrally to save time and duplication e.g. policies and updates. There should be a quality assurance system for all community centres which could be produced and managed by CVS, similar to the one conducted by the ward officers for all organisations receiving local authority funding.’ (R-19).

Table 3: Issues identified by REN and CNet

Items	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Total
More networking opportunities and events for BAME groups to get together, share information, support each other	37.66% 29	29.87% 23	25.9% 20	5.19% 4	1.30% 1	77
Ensure there are more ways to raise and address the issues and concerns shared by BAME groups and the communities they serve	46.75% 36	36.6% 28	15.58% 12	0% 0	1.3% 1	77
Form a BAME strategic advisory panel	34.21% 26	23.68% 18	39.47% 30	2.63% 2	0.00% 0	76
Ensure more BAME voices at key meetings and voices and representation from the black community	53.25% 41	28.57% 22	15.58% 12	1.30% 1	1.30% 1	77
Training for BAME leaders/potential leaders to take part in decision making	46.05% 35	40.79% 31	10.53% 8	1.32% 1	1.32% 1	76
Help with bid writing for groups that do not have the capacity	30.16% 19	47.62% 30	15.87% 10	3.17% 2	3.17% 2	63
Working with statutory partners on issues such as transparency of funding and ensuring sustainable funding and support	47.62% 30	36.51% 23	14.29% 9	0.00% 0	1.59% 1	63
Information about funding opportunities	47.54% 29	44.26% 27	8.20% 5	0.00% 0	0.00% 0	61
Funding support for small groups	43.55% 27	50.00% 31	6.45% 4	0.00% 0	0.00% 0	62
Support to recruit, train and retain volunteers	37.70% 23	34.43% 21	27.87% 17	0.00% 0	0.00% 0	62
Annual training review for volunteers	36.07% 22	29.51% 18	32.79% 20	0.00% 0	1.64% 1	61
Increased information, communication and networking to and with BAME organisations	33.90% 20	40.68% 24	20.34% 12	1.69% 1	3.39% 2	59
Develop ways to find out about other BAME groups, organisations and support services	30.51% 18	44.07% 26	22.03% 13	0.00% 0	3.39% 2	59
Support to market BAME groups and organisations	33.90% 20	42.37% 25	18.64% 11	1.69% 1	3.39% 2	59
Opportunities to pool information and share resources	42.11% 24	36.84% 21	19.30% 11	1.75% 1	0.00% 0	57

Education and understanding for all about black communities; their history and culture	46.55% 27	31.03% 18	20.69% 12	0.00% 0	1.72% 1	58
Training about racism, cultural competence, and unconscious bias	52.54% 31	15.25% 9	30.51% 18	0.00% 0	1.69% 1	59
Brokerage to help locate premises to operate from	37.29% 22	28.81% 17	30.51% 18	3.39% 2	0.00% 0	59
Organisational health checks	40.35% 23	36.84% 21	22.81% 13	0.00% 0	0.00% 0	57
Mentoring of smaller groups by larger ones	33.90% 20	38.98% 23	22.03% 13	3.39% 2	1.69% 1	59

3.2.3 Issues identified in sector surveys on VCS resilience and response to Covid

(Questions 9, 14, 19, 24, 29)

Issues identified VCS resilience and response to Covid.

Key Points:

- Responding to a crisis - There was agreement over the need to ensure that the VCS should be at the centre of decision making at a systems level, the volunteering route is simplified and support is given to community organisations. This includes Support with IT, digital and virtual working.
- Co-coordinating information between the council, health and social care and messaging to communities was important.
- There was strong agreement over the need to support the mental health of staff.

Table 4: Issues identified in surveys on VCS resilience and response to Covid

Items	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Total
Ensuring that the VCS can be at the heart of decision making and influence responses in times of crisis and recovery. Ensuring the structures and processes support this and can respond flexibly.	55.26% 42	28.95% 22	11.84% 9	2.63% 2	1.32% 1	76
Ensuring Commissioners and funders are flexible to changing circumstances	57.14% 36	38.10% 24	4.76% 3	0.00% 0	0.00% 0	63
Supporting financial recovery during and post Covid	57.14% 36	33.33% 21	7.94% 5	1.59% 1	0.00% 0	63
Clear and easy ways for people to volunteer in response to emergencies or crises	50.00% 31	35.48% 22	11.29% 7	3.23% 2	0.00% 0	62
Support to local community response groups	40.98% 25	42.62% 26	13.11% 8	3.28% 2	0.00% 0	61
Co-ordinated information and communication with council, health and other partners	51.67% 31	33.33% 20	10.00% 6	5.00% 3	0.00% 0	60
Co-ordination of community messaging and information	45.00% 27	38.33% 23	10.00% 6	5.00% 3	1.67% 1	60
Interpretation of national and local policy and guidance explaining how it affects VCS organisations	45.76% 27	35.59% 21	13.56% 8	5.08% 3	0.00% 0	59

Support with IT, digital and virtual working (equipment, skills, connectivity of clients, organisations, staff and volunteers)	49.15% 29	35.59% 21	11.86% 7	3.39% 2	0.00% 0	59
Mental health and resilience of staff and volunteers	51.72% 30	36.21% 21	12.07% 7	0.00% 0	0.00% 0	58
Interpretation of regulations and policy guidance	32.76% 19	50.00% 29	17.24% 10	0.00% 0	0.00% 0	58

3.3 Open-ended questions

The online survey asked a number of open ended questions about areas of work by the VCS. The following section presents key themes with supporting extracts from respondents. The responses have been anonymised (R=Respondent).

3.3.1 Question 7

Question 7: What do you think currently works well in terms of voice and influence and you wouldn't want to see lost or cease?

- **Voices being heard**

The current structure has allowed people to feel that there are opportunities to have voices heard across the system. Through forums and meetings where representative organisations participate in conversations, they feel they are able to 'channel' (R-03) voices to other stakeholders:

'It is important that people are given a voice to implement changes.' (R-01)

'The voices of communities, young, adult and elderly are vital in shaping how we deliver our services.' (R-31)

The Bradford VCS Assembly, which is the 'Voice and Influence' part of the infrastructure provides a number of Forums for groups to meet. This was seen as a 'good way of bringing people together and share ideas and information' (R-15). At the same time grass root organisations wanted the Assembly to be more 'visible' (R-7) to smaller charities, expressing that they 'hardly hear what is going on' (R-32).

Community groups felt that there was a good sense of voice and influence when there was service user involvement, two-way conversations, rapid feedback and communication from larger supportive organisations and access to people within the system.

'RACE EQUALITY NETWORK and CNET keep us in the loop. We are getting quick and professional updates on a daily basis.' (R-3).

- **Being connected**

Being connected to others was seen as an important part of having a voice and influence. Smaller organisations described feeling uncertain about the value of the VCS Assembly and

that there was little connection to larger groups. This meant that for some organisations they felt voices got lost and little was translated into direct action:

'What is needed: a voice that can be heard and is not lost in the larger but often different conversations about urban areas'(R-44)

'Young people have been consulted so often yet nothing changes... Despite the legal duty on local authorities to secure "sufficient" activities for young people, many of them have nothing to do (even pre-COVID).'

There is an opportunity to become better connected, improve communications and coming together as a community. Centralising information for everyone to access my address some of the current concerns of things being 'messy'. Coming together with more visibility from the VCS assembly were considered positive possibilities.

'Need to build up the voice of community health provision by encouraging collaboration- VCS alliance could be a good vehicle for this.' (R-06)

3.3.2 Question 11

Question 11: Are there any other issues that you think should be prioritised? These may be issues that have been raised during the response to Covid-19 or since the original workshops that have affected 'Voice and Influence'.

- **Learning**

The theme of learning related to the VCS response to Covid-19. Respondents described a lack of co-ordination, issues over funding and the need for clear leadership during the pandemic. The need for training to develop leaders across the sector was identified. The comment from one respondent summarises the key learning highlighted with the sectors response during Covid:

'The pandemic highlighted that the VCS is not coordinated in its approach - amongst the great work there were many examples of duplication and overlap. There are too many VCS lead organisations - there needs to be a recognised channel for sharing information and coordinating responses. (R-09)

Learning also helped to inform what was needed in the future. Streamlining systems and reducing bureaucracy could improve the process to collaborate. Organisations need to develop closer links with communities that they represent and strengthen connections across the system.

- **Diversity and Inclusion**

The call for more diversity and inclusion included the need to improve reaching seldom heard voices, with the idea of minorities within minority groups not being represented:

'I feel that the people least benefitting from services are not engaged with as they are the minority within the minority groups!' (R-03)

'The current Forum structure is ineffective and attended by a minority group. Staffing and resource needs to be designated to driving agendas forwards and support linkages, projects and priority setting. They can't be reliant on voluntary Chairs who have day jobs. The topics need to allow for more cross cutting work.' (R-11)

Roles within the volunteer sector meant those with full time work find it difficult to make meetings and fulfil roles without working excessive hours:

'I'm writing these responses after 9pm at night. When opinions are heard or decisions made only at meetings (often happening during the school/working day), you exclude many people, especially real volunteers' (R-07)

The idea of increasing paid roles within the VCS sector was seen on one hand as novel idea and simultaneously not in keeping with the spirit of being a volunteer.

- **Mental Health**

The issue identified as a key priority to be addressed was the need for more Mental Health support especially for young people and older adults. The population in Bradford is unusual with a large number of young and older adults both facing mental health issues and both equally needing voice and influence within the system. The following extracts highlights the issue:

'...increase access to mental health support for Children and Young People.' (R-22)

'I feel that older people have got lost their voice over the past few years and I would like to see' (R-34)

3.3.3 Question 12

Question 12: What do you think currently works well in terms of VCS resourcing and you wouldn't want to see lost or cease?

- **Funding opportunities**

Community Action Bradford & District (CABAD) and Bfunded were recognised as useful resources to identify funding opportunities. However smaller organisations wanted more than advice, with support with applying for small grants.

Respondents described positive experiences approaching the VCS Alliance. However, a conflict of interests was identified with larger supporting organisations often bidding for the same funding streams as smaller grass root groups.

- **Mixed understanding**

'It's a confusing picture to work with this should be under one roof if at all possible' (R-04)

This extract highlights the feeling about smaller organisations describe how funding and resources are accessed. There appears to be a decrease in the level of hands-on support that was given previously, and a lack of strategies for monitoring how funds are used by groups. There is also a mixed perception over current VCS resourcing by VCS organisations demonstrated in the comments below:

'The VCS Alliance only funds its own members so don't trust them. CABAD supports the big names only. So they all get more funding.' (R-34)

'CABAD is great at sharing opportunities and providing support to those smaller organisations to secure bids - would want more hands on support to 'do the doing' with individuals rather than just giving advice.' (R-42)

This may imply that there are opportunities and support with regard to funding and resourcing but the message may not be reaching all groups.

3.3.4 Question 16

Question 16: Are there any other issues that you think should be prioritised? These may be issues that have been raised during the response to Covid- 19 or since the original workshops that have affected 'VCS resourcing'.

What do you think currently works well in terms of volunteering support and you wouldn't want to see lost of cease?

- **Recruitment**

The respondent described how volunteering support could be improved rather than what currently works well. There was the acknowledgement that volunteering was often unpredictable with people *'very rarely coming up with the goods'* (R-13). Managing recruitment was also difficult with some organisations using local networks to make better use of time to identifying potential volunteers.

- **Development opportunities**

There were ideas to develop the recruitment and retention of volunteers. This included, making it easier to find volunteering roles, see what is available and to create a pool of volunteers. In addition, providing advice and guidance to people wishing to volunteer, promoting the benefits of volunteering, such as, gaining work experience and encouraging organisations to adopt the volunteering quality kitemark were seen as positive moves to strengthen volunteering.

3.3.6 Question 21

Are there any other issues that you think should be prioritised? These may be issues that have been raised during the response to Covid-19 or since the original workshops that have affected 'volunteering'.

Covid-19 has presented challenges to the system and highlighted that the volunteering strategy is outdated:

'Develop a new, more effective volunteering platform for Bradford & district' (R-12)

There were issues about protecting the health of volunteers, so that it was difficult to use volunteers in the traditional way. The impact is that volunteers will have been lost over the past year. There was also the recognition that digital structures needed to be improved to overcome barriers and challenges of working virtually. The cost of training for organisations was also identified as a barrier:

'Getting rid of the ESFA £500,000 minimum contract, which excludes all small training providers from public training funds.' (R-14)

3.3.7 Question 23

What do you think currently works well in terms of information and insight and you wouldn't want to see lost or cease?

- ***Co-ordinating flow of information***

There appear to be numerous newsletters, bulletins and websites that provide essential information about funding, training and information about work from VCS groups across the system. DIVA Bradford was seen as a useful free searchable directory on voluntary and community sector groups from across Bradford District, job vacancies and a place to advertise events for the sector in Bradford. For smaller organisations, they wanted relevant information and using social media was easier to share key details and information. Overall, there was the sense of wanting to pull information into one platform and was easy to navigate.

'...we do just need one [platform] for the district and then resource to keep it up to date.' (R-22).

3.3.8 Question 26

Are there any other issues that you think should be prioritised? These may be issues that have been raised during the response to Covid-19 or since the original workshops that have affected 'information and insight'.

- ***Equality and Voice***

There was a sense that all VCS organisations should be perceived and treated as equal in terms of access to support, funding and training opportunities moving forward.

- ***Legacy of Covid***

The response to Covid-19 still continues with organisations raising concerns over how to continue to support people and providing services as the District recovers for the health and social impacts of the pandemic.

The idea of pooling insight and data (big data) to support better learning, identifying wider trends and themes was seen as positive way to 'Work as One'.

'[A] dedicated team managing the comms and messaging around insight specifically – data management and presentation, could really speed up organisational understanding of emerging trends and challenges (and possibly help identify early partnership opportunities around specific' (R-08)

3.3.9 Question 27

What do you think currently works well in terms of capacity building and insight and you wouldn't want to see lost or cease?

- **Employment and Training**

Training was very welcomed but there was a mixed response in terms of what worked well. This ranged from wanting face-to face and bespoke training and needs assessment at an individual organisational level and some favouring virtual sessions owing to geographical positions.

Organisations also wanted to simplify recruitment and offer paid job roles to attract younger adults to build capacity and capability for youth leaders.

'Ease of employing young adults part-time (e.g. via Bradford Community Payroll) so that they can be mentors/leaders to younger people whilst earning as much as they would do by working in a bar or supermarket.' (R-07)

- **Purchasing Power**

The opportunity for smaller organisations and groups to work together to procure arrangements with providers for items, such as, utilities was identified.

3.3.10 Question 31

Question 31: Are there any other issues that you think should be prioritised?

It was acknowledged that there was plenty of advice and guidance available. Ideas with regard to addressing capacity issues included thinking about different ways of working, focussing on governance and sharing administrative tasks:

'...Consideration of brokering joint back office functions, and joint purchasing, support to bring organisations together to look at different operating models [and] legal structures.' (R-07).

This also extended to the potential power of being able to negotiate contracts for utilities for multiple organisations and groups.

The issue of training was highlighted as an issue, with suggestions of a shared calendar for all with regard to training opportunities across the district. The need for specialist training was identified, for example:

'...we need volunteers who have higher level Sign Language skills...who can drive a minibus ...who can lead groups out of doors.' (R-09)

'I don't see anything about the importance of safeguarding priorities and training across the VCS as the increased incidence of, for instance Domestic Violence has become apparent.' (R-06)

Finally, the offer of broadening the understanding and heritage of Roma communities was extended to groups across the VCS.

'There is very little awareness among stakeholders about the cultural and historical background of Roma communities which we are happy to contribute with' (R-01)

4.0 Discussion

The aim of the survey was to sense check previously identified themes from the original infrastructure review¹ and capture any new issues for the VCS owing to the impact of Covid-19.

The key findings were:

- Overall agreement on moving towards partnership forums and to review current governance structure and processes within the VCS Assembly
- Equality - creating opportunities for BAME organisations and smaller community groups to support each other and increase participation to ensure 'voice and influence' is strengthened
- Improve affordability and access to training and development for leaders, staff and volunteers within the VCS
- Support organisations with key aspects of funding e.g. awareness of opportunities, help with writing funding bids and addressing sustainability issues
- Streamlining systems – this includes sharing information and using 'big data' to inform systems thinking and work priorities
- System Response to a crisis - the VCS should be at the core of decision making process and recognised for the vital work from smaller community groups can play
- Ideas to test:
 - Creating a market place with brokering facilities
 - Sharing information in real time using a single self-serve platform

- Developing a volunteer passport to facilitate people to move between organisations easily and safely
- Adopting the volunteering quality kitemark as a standard for VSC organisations

5.0 Conclusion

The findings of this survey reflect some of the earlier recommendations from Project Rome (See Box 1). Modernising the support structure remains a focus for stakeholders and partner organisations. However, the survey highlights specific issues being faced by grass root community groups, BAME organisations and larger VCS supporting structures, in terms of voice and influence, feeling connected training and education needs and streamlining approaches to thinking and working.

Contextual issues were raised in the Project Rome report and need to be considered in relations to any new evidence and consultation processes that have been undertaken since the original review. These were:

- Whilst some VSC organisations were well led and flourished, some organisations were 'in deep financial' and 'governance trouble'
- There was a 'majority voice' for 'radical and meaningful changes to the way the support infrastructure is delivered'
- The most successful VCO providers are those who comply to 'public sector norms' and the system is at risk of losing 'innovative practice' and 'entrepreneurial spirit'

There are clear opportunities to 'Act as One' and think more creatively about all available support across the system, for example, tapping into Acute Health Care providers to access leadership training. Pooling resources for smaller organisations, in terms of people, spaces, vehicles, procurement processes may all serve to help the VCS to feel more connected to the whole system.

In essence the three principles outlined in Project Rome report are still echoed from the findings from this survey. Ideally, when agreeing the specifications for the future VCS infrastructure the following should be considered:

- 1) Public Sector and VCS to work together to agree a shared vision and set of values
- 2) Bring all public sector VCS support spend together to maximize improvement impact and reduce overheads - 'Do things once' approach
- 3) Bradford First - Spending money within the District, thinking about local solutions is but, only when it is equal or better quality and price to an external offer.

Box 1

Infrastructure review of support structures available to the Voluntary and Community Sector (VCS) in Bradford and District (Project Rome, 2019)

Recommendations

Commissioners should contract a single infrastructure organisation to oversee the following five programmes to:

1. Attract more external funding and diversify the income streams of VCOs so they are collectively less reliant on the public purse.
2. Recruit, retain and develop individual VCS/VCO leaders
3. Improve the consistency of quality of service and reporting offered by VCOs to commissioners/funders.
4. Fill Trustee and volunteer vacancies and improve the governance of VCOs across the district.
5. Simplify and modernise the support infrastructure, including service directories and market mechanisms.

Declaration of Conflicting Interests

The author declared potential conflicts of interest – Employed by BTHFT but is not involved with any VCS organisations personally or professionally, and received no funding for this survey.

Acknowledgements

Thanks to the VCS infrastructure steering group for their support with the development and administration of the survey. The views expressed are those of the author and not necessarily those of the NHS and BTHFT.

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REVIEW OF THE SUPPORT REQUIREMENTS OF BAME GROUPS & ORGANISATIONS

Report Contents

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1. BACKGROUND

Bradford Council currently fund support services for the voluntary community sector (VCS) through 3 key infrastructure grants. The accountable body for the current grants is Community Action Bradford & District (CABAD). The delivery partners are:

- CABAD (Including Young Lives and Young Lives Consortia)
- Bradford District Community empowerment Network (CNET)
- Volunteering Bradford
- Volunteering Keighley
- West Yorkshire Accounting Services (WYCAS)

In addition, the CCG's fund patient and public engagement through the Engaging People contract, and support to VCS contracting and commissioning through Bradford VCS Alliance.

Over the past 2 years, the council has undertaken a review of the infrastructure support needs of the VCS. Summary of the consultation to date highlighted a need to engage directly with leads of BAME organisations to establish their specific support requirements.

The Race Equality network supported by CNET facilitated the consultation during September and October 2020. Phase 1 was a series of 3 workshops, phase 2 was a survey questionnaire.

2. PURPOSE OF THE CONSULTATION

To assess the support needs of the BAME voluntary and community sector groups and organisations from infrastructure services.

- i. Identify the support needs, particularly those specific to BAME groups and organisations
- ii. Highlight barriers to accessing support
- iii. Propose recommendations and potential solutions to improve the support available going forward

3. PHASE 1 - WORKSHOPS

- i. **Friday 25th September 10 to 12 noon**
Specific support for African and African Caribbean communities facilitated by Charles Dacres, Bradford Hate Crime Alliance Coordinator
- ii. **Tuesday 29th September 1 to 3 pm**
General support needs facilitated by Sofia Mahmood, Empowering Minds
- iii. **Wednesday 30th September 1 to 3 pm**
Specific support for BAME Women facilitated by Sofia Mahmood

Following introductions, participants were given a summary of the support on offer through the current infrastructure delivery partners.

Workshop discussions

- What kind of support has your group/organisation received in the past?
- What kind of support is need by your group/organisation?

- What are the barriers to accessing help and support?
- What are the barriers to your involvement in meetings, consultations and leadership/representation opportunities such as joining statutory decision making boards and committees, joining forums etc.?
- What are the solutions and recommendations for the future?
- What improvements could be made to current infrastructure support services?
- Any other support needs

Many common themes emerged through the three workshops, such as support with funding bids, where to go for help and a desire to network. However, specific needs were identified from each group as highlighted in **bold** within the collective feedback and recommendations. .

4. COMMENTS AND ISSUES FROM WORKSHOP PARTICIPANTS

- There is lack of support for training, funding and sustainability
- Statutory organisations are equally responsible for reaching out to BAME communities. It's an easy excuse to say VCS are better equipped to reach out, we already know we are equipped
- Refer to support together, not to pass on a problem
- Being BAME is not a problem. More staff need sufficient cultural competency (not 1 day training and becoming experts). Stop using lack of language as an excuse to providing a poor service and forgetting human right laws in regards to consent, respect and dignity
- Board of trustees need regulating and supporting to direct / have vision during economic and social change...like Covid-19. They should be adequately trained to foresee and cope with change
- Project staff should not be left to deal with structural responsibilities...they are to manage the logistics. Implementation and delivery. Having a strong board builds on Two-way partnership and a mechanism of structural support for project staff and sustainability
- When starting our organisation, we found it very hard to access some of these services, currently not inclusive
- We need to find out the barriers - why don't BAME reps come forward, are they too busy, not interested, don't feel listened to?
- Managing a volunteer programme should not be taken lightly. All volunteering services in Bradford should be encouraged to kite mark with People Can and join a registered national volunteering org if finances allow it. Training should all have some form of accreditation or certification
- Volunteers need to be valued and their training needs validating
- Annual skills reviews should be a compulsory service in particular if working with vulnerable adults and children where safeguarding or clinic and social changes in health care provision changes
- Volunteers should demonstrate upskilling knowledge annually

5. PHASE 2 - SURVEY

Many groups could not attend the workshops, they may not have heard about them, or not had the time to take part. So a survey was developed using Survey monkey to gain a wider range of views and perspectives.

21 surveys were completed. The findings are incorporated into the recommendations.

PRIORITY AREAS IDENTIFIED AS “VERY IMPORTANT” IN THE BAME SURVEY

Top priorities in order of scoring

- 1) Engagement and inclusivity (under Voice and Influence)
- 2) Developing relationships and networking (under Voice and Influence)
- 3) Facilitation of forums (under Voice and Influence)
- 4) Accessible information (under Communication and Information)
- 5) Funding and sustainability (under Organisational Development)

The full survey results can be viewed in appendix 2 at the end of the report.

6. RECOMMENDATIONS

i. Organisational development and capacity building

- Free organisational health checks for BAME groups and organisations
- Information about funding opportunities
- Help with bid writing, groups do not have the capacity
- Clarity from the council about support, where to go and how to access. Promote the infrastructure services on offer (council and providers)
- Brokerage to help locate premises to operate from. Details of premises available and premises needed by BAME groups and organisations

ii. Communication and information

- More information about what’s happening and how to get involved (general news and information)
- Ways to find out about other BAME groups, organisations and support services; BAME NETWORK/FORUM, link with REN / Black Health Forum
- Help to market BAME groups and organisations
- Signpost small BAME groups to larger established ones for support
- Transparency about funding allocation from the council (not just infrastructure services)
- More BAME voices at key meetings
- **Voices and representation from the black community**
- Free training for BAME leaders/potential leaders to take part in decision making
- Use plain English in meetings and reports, explain acronyms (many BAME have English as second language)

iii. Networking, voice and influence

- More networking opportunities and events for BAME groups to get together, share information, support each other
- Workshops about the issues and concerns shared by BAME groups

- **Workshops for BAME women, possible women's network (like the CNET one)**
- Opportunities to pool information and share resources, possible web portal
- Education and understanding for all about black communities; their history and culture
- Training about racism, cultural competence, and unconscious bias
- **More focus on the BLACK within BAME**
- Knowledge about how to contact local councillor
- BAME network

iv. Volunteering

- Support to recruit, train and retain volunteers
- Support to gain the volunteering kitemark
- Annual training review for volunteers

7. CONCLUSIONS

- Whilst the larger BAME organisations have survived over a decade of austerity by downsizing, successfully securing funding, income maximisation etc. many smaller BAME organisations have closed down and those that have survived require support to sustain themselves. The council should consider a package of support (financial and practical) to sustain such organisations
- The council should also consider better financial support to BAME infrastructure support organisations in order for them to better support the BAME voluntary sector organisations
- BAME infrastructure support organisations such as REN should be supported and empowered to hold public bodies to account and to bring together forums for advice to public bodies such as the Council, NHS, and Police
- A strategic BAME advisory panel should form part of recommendation iii above (Networking, Voice and Influence). This panel would include (but not limited to) REN, Council for Mosques, British Asian Social Enterprise (new business support body) and others as appropriate
- The council and other public bodies should make a declaration to the effect that, in the quest to deliver equitable services, they will approach BAME infrastructure bodies in a spirit of working together to achieve goals of equality
- Public bodies must also encourage other organisations such as Academies, Housing Associations, Colleges, Universities etc. to consider working towards common District equality aims and to work together to improve services for BAME communities
- In the effort to achieve equitable outcomes, initiatives and ideas must not be diluted for fear of far right backlash. This has happened too many times particularly in institutions failing to address gaps in BAME employment matters with initiatives to improve opportunities for BAME staff generalised for fear of criticism.

8. APPENDICES

APPENDIX 1

Workshop Notes

1. Support Needs

- Accommodation/building for groups
- **Better marketing of information particularly to black community**
- Better communication on services provided by infrastructure and where to access
- Help and support to access funding
- Bid writing help
- Equality – raise support offered to find accommodation for all organisations / groups
- Transparency about who is responsible for supporting
- **Raise profile of black stakeholders**
- Move away from BAME tick box, break it down
- **Education about Black community / understanding of others.** Building Bridges / educate about each other. tackle racism borne from ignorance
- Transparency about distribution of funding
- Finance is problematic
- How to become a constituted organisation
- Where to access help on Volunteering and support available to volunteers

2. What are the barriers to accessing support?

- Not aware of the support available
- Racism/Ignorance of BAME communities
- **Black element in BAME gets lost (BLACK LIVES MATTER)**
- No capacity for bid writing
- Communication issues when English is a 2nd language
- Time constraints (to engage) so busy delivering, no time for involvement in consultations, networking etc.
- Volunteer capacity and burn out
- Cultural barriers
- Discrimination in accessing support for employment / housing / education and medical care

3. Solutions – Next Steps

- Support for the BAME community from Councillors
- Too much signposting - direct support needed
- More communication from Council
- Bid writing support – guidance needed
- **Signpost small/ new Black groups to larger ones**
- Training – make community orgs aware of the support on offer
- Events – bring orgs together, networking/forums
- Accommodation needed for community orgs
- Marketing / communication of support on offer. Recognise new orgs

- Awareness about where to find information (council website should show where VCS support can be accessed).
- Transparency about funding
- Regular updates
- Help and support for community orgs to think more strategically
- Support for volunteers / recruitment
- Financial support / fundraising / volunteer recruitment
- Specific training support for refugee and asylum volunteers
- Workshop sessions to help integrate smaller community orgs
- Accessible training courses in mental wellbeing, safeguarding, recruiting volunteers
- Training to develop staff and volunteers
- Resources to help deliver support to communities
- **Mentoring – particularly for BAME young women**
- More cross forum working - come together around a theme
- Community events - more grassroots input
- Cultivate cross-organisation working collectively – think strategically – work on collaborative bids
[reduce competition / fighting for funding]
- Utilise existing resources
- Improve access to and communication of information on funding, networking and other opportunities
- Community orgs being proactive in reaching out for help

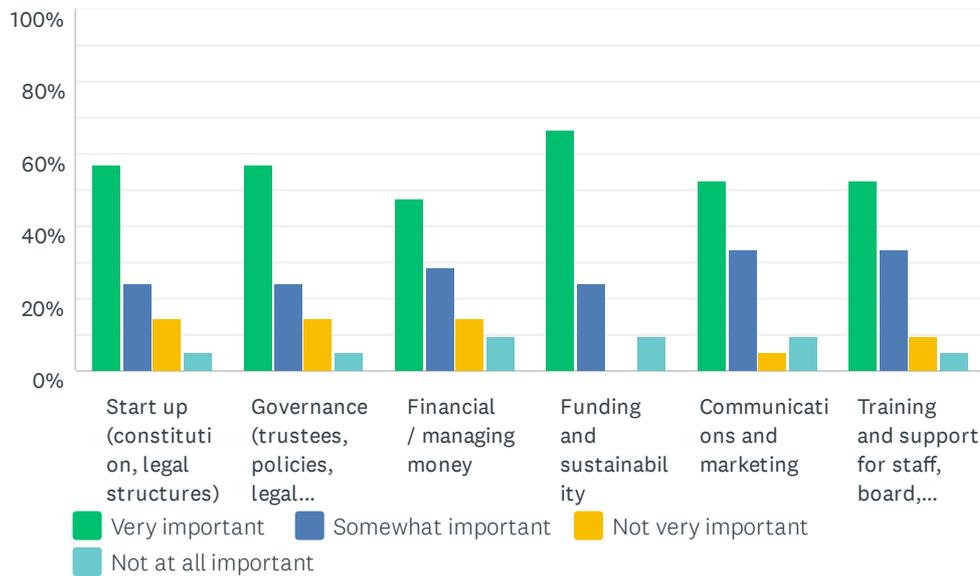
APPENDIX 2

Survey analysis

Next page

Q1 How important are the following VCS support services to your group/organisation? Group/organisational development and capacity building:

Answered: 21 Skipped: 0

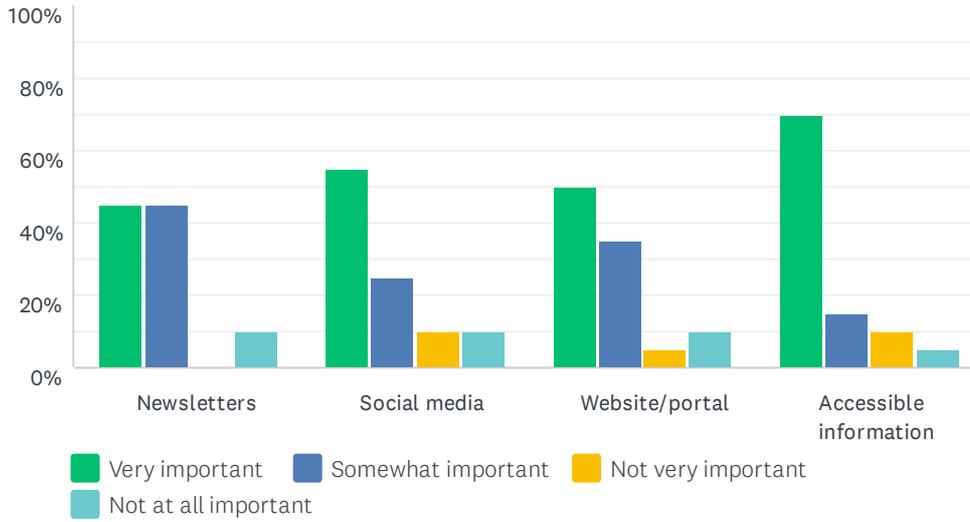


	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT	TOTAL
Start up (constitution, legal structures)	57.14% 12	23.81% 5	14.29% 3	4.76% 1	21
Governance (trustees, policies, legal structures)	57.14% 12	23.81% 5	14.29% 3	4.76% 1	21
Financial / managing money	47.62% 10	28.57% 6	14.29% 3	9.52% 2	21
Funding and sustainability	66.67% 14	23.81% 5	0.00% 0	9.52% 2	21
Communications and marketing	52.38% 11	33.33% 7	4.76% 1	9.52% 2	21
Training and support for staff, board, volunteers	52.38% 11	33.33% 7	9.52% 2	4.76% 1	21

#	ADDITIONAL COMMENTS / SUPPORT NEEDS	DATE
1	Thanks	10/7/2020 3:01 PM
2	Board of trustees need regulating Or supporting to direct / have vision during economic and social change...like covid. They should be adequately trained to foresee and cope with change. Project staff should not be left to deal with structural responsibilities...they are to manage the logistics.implementation and delivery. Having a strong board builds on Two way partnership and a mechanism of structural support for project staff And sustainability	9/30/2020 9:28 PM
3	When starting our organisation, we found it very hard to access some of these services.	9/30/2020 5:14 PM

Q2 Communication and information:

Answered: 20 Skipped: 1

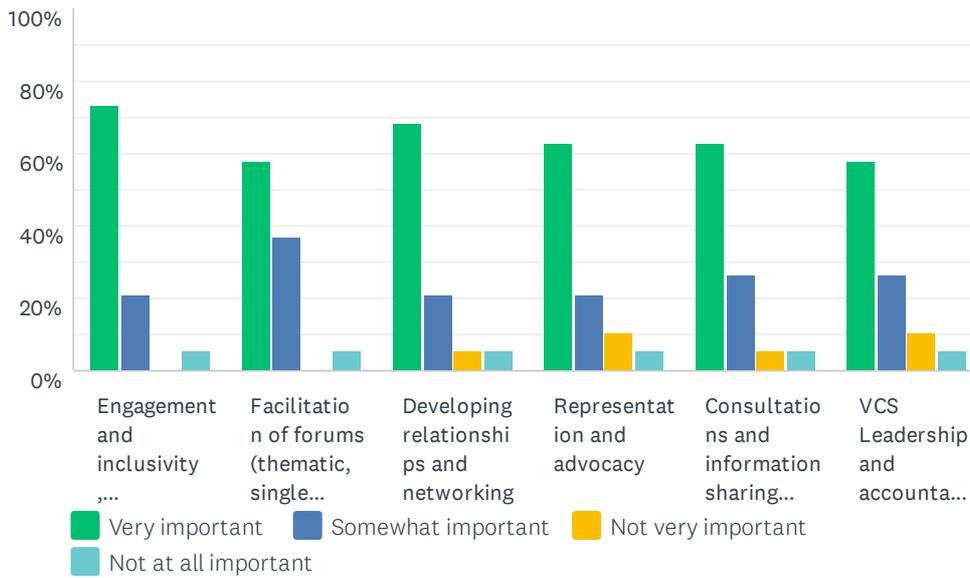


	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT	TOTAL
Newsletters	45.00% 9	45.00% 9	0.00% 0	10.00% 2	20
Social media	55.00% 11	25.00% 5	10.00% 2	10.00% 2	20
Website/portal	50.00% 10	35.00% 7	5.00% 1	10.00% 2	20
Accessible information	70.00% 14	15.00% 3	10.00% 2	5.00% 1	20

#	ADDITIONAL COMMENTS / SUPPORT NEEDS	DATE
1	we receive a lot of our referrals through our website so to have that working and up to date is very important.	10/12/2020 12:40 PM
2	Thanks	10/7/2020 3:02 PM
3	There is lack of support for training, funding and sustainability	10/6/2020 5:23 PM
4	Statutory organisations are equally responsible for reaching out to BAME communities. It's a easy excuse to say VCS are better equipped to reach out. We already know we are equipped. What are the senior management to taking responsibility to work holistically. Refer to support together...not to pass on a problem. Being BAME is not a problem. More staff need sufficient cultural competency (not 1 day training and becoming experts). Stop using lack of language as an excuse to providing a poor service and forgetting human right laws in regards to consent, respect and dignity.	9/30/2020 9:32 PM

Q3 Voice and influence in policy planning and strategic decision making:

Answered: 19 Skipped: 2

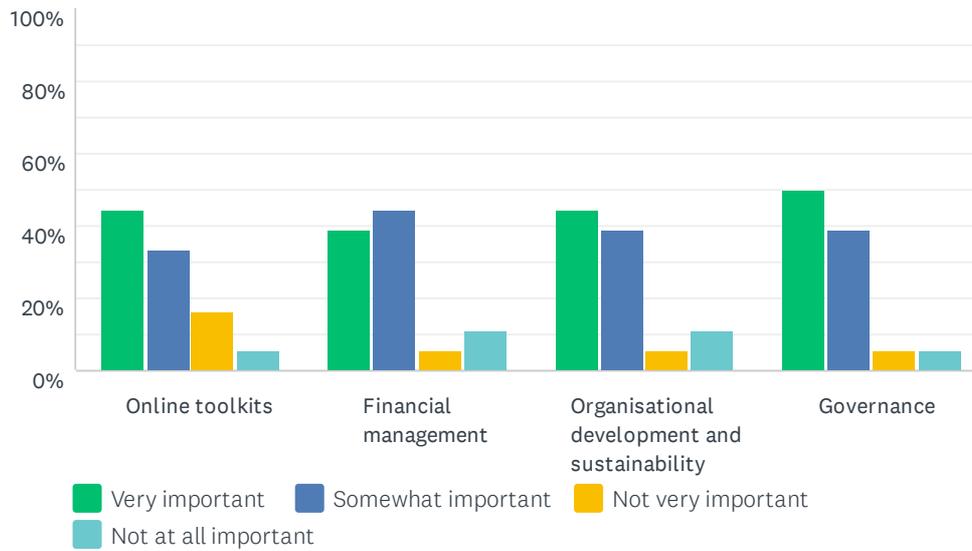


	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT	TOTAL
Engagement and inclusivity, particularly of seldom heard groups	73.68% 14	21.05% 4	0.00% 0	5.26% 1	19
Facilitation of forums (thematic, single issue, theme)	57.89% 11	36.84% 7	0.00% 0	5.26% 1	19
Developing relationships and networking	68.42% 13	21.05% 4	5.26% 1	5.26% 1	19
Representation and advocacy	63.16% 12	21.05% 4	10.53% 2	5.26% 1	19
Consultations and information sharing events	63.16% 12	26.32% 5	5.26% 1	5.26% 1	19
VCS Leadership and accountability	57.89% 11	26.32% 5	10.53% 2	5.26% 1	19

#	ADDITIONAL COMMENTS / SUPPORT NEEDS	DATE
1	Thanks	10/7/2020 3:03 PM
2	Currently not inclusive	10/6/2020 5:24 PM
3	We need to find out the barriers - why don't BAME reps come forward? Are they too busy, not interested, don't feel listened to?	9/24/2020 3:15 PM

Q4 Training provision

Answered: 18 Skipped: 3

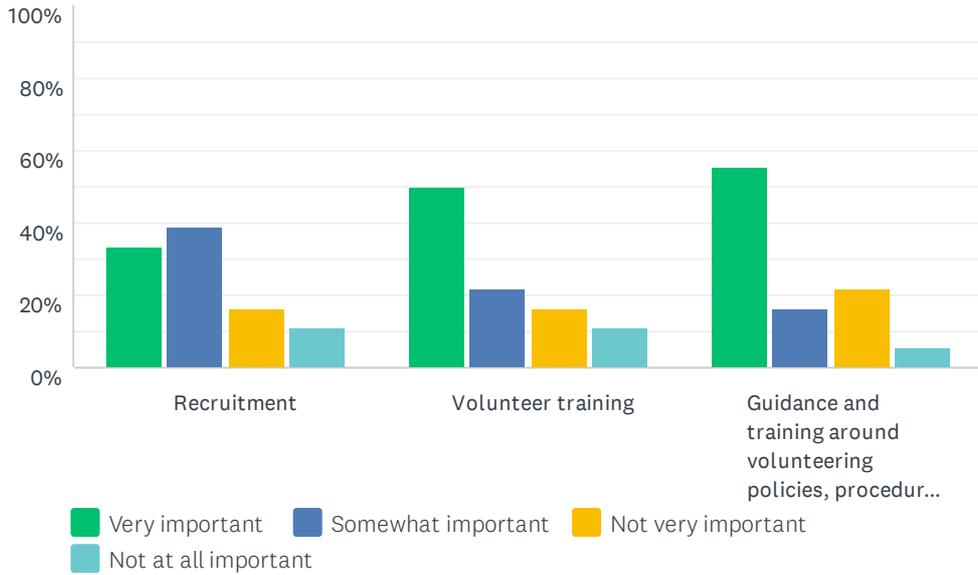


	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT	TOTAL
Online toolkits	44.44% 8	33.33% 6	16.67% 3	5.56% 1	18
Financial management	38.89% 7	44.44% 8	5.56% 1	11.11% 2	18
Organisational development and sustainability	44.44% 8	38.89% 7	5.56% 1	11.11% 2	18
Governance	50.00% 9	38.89% 7	5.56% 1	5.56% 1	18

#	ADDITIONAL COMMENTS / SUPPORT NEEDS	DATE
1	Thanks	10/7/2020 3:03 PM

Q5 Volunteering

Answered: 18 Skipped: 3



	VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT	TOTAL
Recruitment	33.33% 6	38.89% 7	16.67% 3	11.11% 2	18
Volunteer training	50.00% 9	22.22% 4	16.67% 3	11.11% 2	18
Guidance and training around volunteering policies, procedures and the law	55.56% 10	16.67% 3	22.22% 4	5.56% 1	18

#	ADDITIONAL COMMENTS / SUPPORT NEEDS	DATE
1	Volunteers are key to our support groups	10/12/2020 12:42 PM
2	Managing a volunteer programme should be taken lightly. All volunteering services in bradford should be encouraged to 1. kite mark with peoples can 2. Join a registered national volunteering org if finances allow it. And 3. Training should all have some form of accreditation or certification. Volunteers need to be valued and their training needs validating. Annual skills reviews should be a compulsory service in particular if working with vulnerable adults and children where safeguarding or clinic and social changes in health care provision changes. Volunteers should demonstrate upskilling knowledge annually.	9/30/2020 9:36 PM

Appendix F

Advertise FTS	31	08-Oct-21	08-Nov-21
Following Tender Return Date - Prepare for Evaluation - Seek References	5	08-Nov-21	15-Nov-21
Formal Tender Evaluations	5	15-Nov-21	22-Nov-21
Post Tender Clarifications	2	22-Nov-21	24-Nov-21
Assess Clarification Responses and submitted references	1	24-Nov-21	25-Nov-21
Supplier Presentations (if applicable)	0	25-Nov-21	25-Nov-21
Finalise Evaluations	1	25-Nov-21	26-Nov-21
Due Diligence of Commercial Information required from Successful Supplier	1	26-Nov-21	29-Nov-21
Prepare Tender Evaluation Report : including Compliance, Ts&Cs, Due Diligence, Risks	1	26-Nov-21	29-Nov-21
Approval from Customer	3	29-Nov-21	02-Dec-21
Prepare Decision Letters / Feedback (Award and Reject)	3	29-Nov-21	02-Dec-21
STAGE 2 SIGN-OFF	1	02-Dec-21	03-Dec-21
Mandatory Standstill Period	10	03-Dec-21	13-Dec-21
Prepare Contract Docs	6	03-Dec-21	13-Dec-21
Contract Documentation / Signatures	5	13-Dec-21	20-Dec-21

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