

Voluntary Sector Strategy

Ensuring a thriving
third sector on the
Isle of Wight



Isle of Wight

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Sustainable community strategy

The Strategy's Objectives



- A thriving and sustainable third sector – well supported by the public sector
- Greater third sector involvement in commissioning and delivering local public services
- Encouragement to social enterprise
- Use of the 3rd sector's value and creativity
- An independent 3rd sector that campaigns
- Investment in the 3rd sector's capacity
- **This is an ISP LAA Target - NI7**

A New LSP Strategy

- Engagement
- Funding and Commissioning
- Volunteering
- Infrastructure



Why a Commitment to the Third Sector?

- Consensus on the value of the 3rd sector as provider of first choice.
- Local communities know best what is needed.
- Locally grown and owned solutions work and are more sustainable.
- Volunteering, social enterprise = thriving, sustainable community.
- Creates opportunities for active citizenship.
- Local perspective, willingness to get involved.
- Record of innovation and creativity (i.e. personalisation)

"Never doubt that a small group of thoughtful committed individuals can change the world. In fact, it's the only thing that ever has."

Margaret Mead

- Social return on investment – community benefit.
- Not for profit perspective. No VAT!

The Case for Prospectus

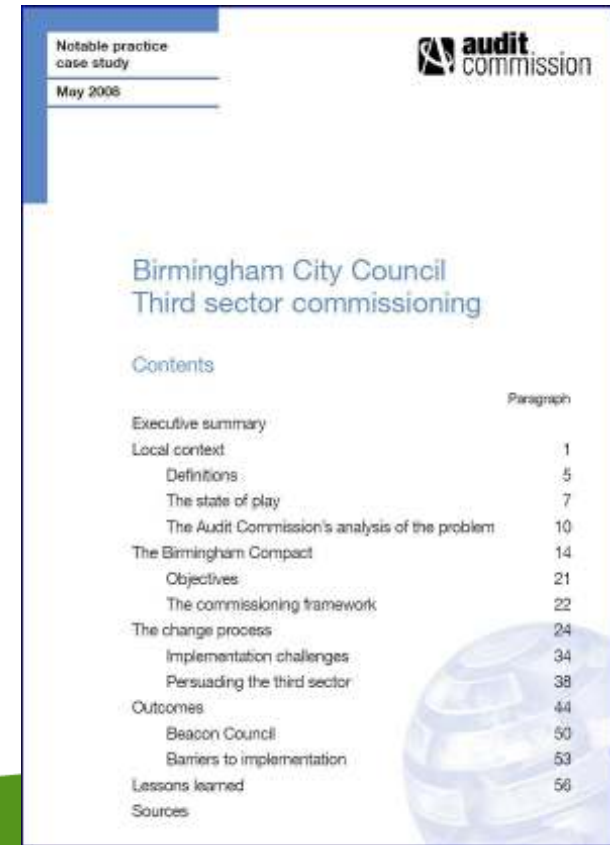
- £11.5m funding to 200 of over 1500 third sector orgs, but funding constantly the most contentious issue.
- A 20 year drift to contracting.
- Grant system difficult to break into or change.
- Risk aversion (mismanagement, compliance, corruption?).
- Specification-driven commissioning spread everywhere.
- Negative Impact of contracting and impenetrable grant making processes on the third sector,
 - Contracting costs, community benefit? reporting burdens, financial uncertainty & cash flow, transfer of risk, specification vs creativity, stifled innovation, investment choked, short time-lines, lack of trust and transparency.

Funding and Commissioning

- Recognise private/public/3rd sector differences & benefits.
- Inclusive access to commissioning and procurement; ‘think 3rd sector and small business’.
- Early 3rd sector involvement in all commissioning, ‘tell the story’ with new partnership-wide Commissioning Protocols.
- Grant making via annual ‘Commissioning Prospectuses’.
- Fair payment and performance management arrangements that recognise the needs of the third sector.
- Increasing proportion of mainstream local services via grant funding - LAA proxy measure

The Road to Prospectus

- Inclusive Commissioning Protocols (IWC IW NHS and IW RCC)
- New grant-making process (*'Notable Practice Case Study'* Audit Commission - 2008)



Notable practice case study
May 2008

audit commission

Birmingham City Council
Third sector commissioning

Contents

	Paragraph
Executive summary	
Local context	1
Definitions	5
The state of play	7
The Audit Commission's analysis of the problem	10
The Birmingham Compact	14
Objectives	21
The commissioning framework	22
The change process	24
Implementation challenges	34
Persuading the third sector	38
Outcomes	44
Beacon Council	50
Barriers to implementation	53
Lessons learned	56
Sources	

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Identify Outcomes
(for example: Increase life opportunities for people with a learning disability)

Source and Influence:
Local Partnership Goals

Identify Relevant Indicators
(increase in people with a disability in education or employment)

Source and Influence:
Data, Info, Targets, Inclusion

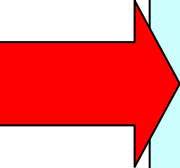
Tell the Story
Collect data, share info with stakeholders.
Ask what influences change, what works.
How to achieve the partnership outcomes?
Develop a narrative and aspirations.
("This gets people into work and learning")

Commissioning Path

A Commissioning Solution
Clear written commissioning outcomes, objectives and strategy, continually enhanced.
("We need to commission daytime support like this for people with a learning disability")

Procurement Solution
Prospectus or Procure?
(What is the social return on investment between commissioning the third or private sectors)

Procurement Solution
Grant or Market procurement?



Market Procurement
Specification based invite to tender for Contract.
Third sector can still tender



Grant-Making Prospectus
Outcome focussed Prospectus.
Invitation to 3s Organisations.
Bid to deliver commissioning outcomes:
How, cost, proposed measures



Appraisal Panel
Council, stakeholders,
Independent 3s rep



Award and Agree Service
Agree reporting/performance measures and funding agreements

Grant Making Process

The Small Print

- 3rd sector invited to bid to deliver prospectus outcomes - *not sets of service specifications*.
- Vital importance of equalities impact assessment.
- Focus on solutions that reflect local knowledge and needs.
- Consortia, innovation and creativity actively encouraged.
- Inclusive appraisal process with right to appeal.
- Proportional funding and reporting arrangements .
- Normally three years duration with possible extension
- Full cost recovery.
- Range of payment arrangements, including ‘in advance’.
- Recognise potential for joint capacity building.
- All decisions recorded, transparent & ‘appeal-ready’.

Implementation

- Compact Strategy Group (CSG) sponsored by the ISP
- ISP Board and CEOs - public sector sign-up, *'We are serious'*.
- Action Plan priorities are *engagement*



LAA Target Summer '09

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- Revised Compact & commissioning

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