

Meeting:	Overview and Scrutiny Committee
Date:	29 July 2008
Subject:	Scrutiny review – delivering a strengthened voluntary and community sector – work plan for phase two
Responsible Officer:	Myfanwy Barrett, Corporate Director of Finance (Project Sponsor) Julia Smith, Chief Executive, Harrow Association of Voluntary Service (Project sponsor)
Portfolio Holder:	Cllr David Ashton, Leader
Exempt:	No
Enclosures:	Appendix A: Work plan for phase two Appendix B: Case study memberships Appendix C: Review scope

Section 1 – Summary and Recommendations

Following the recent agreement of the interim report of the scrutiny review – delivering a strengthened voluntary and community sector, this report sets the work plan for phase two of the review.

Recommendations:

The Overview and Scrutiny Committee is requested to:

- Agree the work plan for phase two of the review, as set out in Appendix A
- Note that Cllr Mrs Lurline Champagnie is no longer a member of the review group
- Note the case study memberships, as set out in Appendix B

Section 2 – Report

Background

In November 2007 the Overview and Scrutiny Committee agreed to undertake a review of the council's relationship with the voluntary and community sector. The scope of the review was agreed in April 2008.

Current situation

The review group has completed its interim report, which was considered by the Committee on 8 July and was referred to Cabinet on 17 July. The review group met on 21 July to determine the work plan for phase two of the review, which is attached to this report as Appendix A.

Implications of the Recommendation

At this stage the recommendation within this covering report relate to progressing the work of the review. The final recommendations of the review will need to be assessed with regard to the Harrow Compact, resources, costs and risks, staffing/workforce impact, equalities and community safety.

Financial Implications

This report outlines the second phase of the work of the review and does not make specific long term recommendations for consideration by Cabinet. There may be financial implications arising from the recommendations when they are developed and these will need to be considered by Cabinet at that stage.

Performance Issues

With regard to specific performance indicators, the final outcomes of the review may contribute to performance indicator NI 7, environment for a thriving third sector, which has been included in the Harrow Strategic Partnership's Local Area Agreement with central Government. More generally there may be improvements to performance in the area of value for money should commissioning processes be strengthened and better co-ordinated.

Risk Management Implications

At this stage risks to the project relate to completing the second phase of the review in a timely manner.

Risk included on Directorate risk register? Yes/**No** (Delete as appropriate)
Separate risk register in place? Yes/**No** (Delete as appropriate)

Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 15 July 2008		
Name: Hugh Peart	<input checked="" type="checkbox"/>	On behalf of the Monitoring Officer
Date: 21 July 2008		

Section 4 – Contact Details and Background Papers

Contact:

Heather Smith, Scrutiny Officer, heather.smith@harrow.gov.uk, 020 8420 9203

Background Papers:

Original scope – agreed by the Overview and Scrutiny Committee, 1 April 2008:

<http://www2.harrow.gov.uk/ieListDocuments.aspx?CId=276&MId=4078&J=3>

Interim report – agreed by the Overview and Scrutiny Committee, 8 July 2008:

<http://www2.harrow.gov.uk/ieListDocuments.aspx?CId=276&MId=4145&Ver=4&J=4>

If appropriate, does the report include the following considerations?

1.	Consultation	YES
2.	Corporate Priorities	N/A

APPENDIX A

OVERVIEW AND SCRUTINY COMMITTEE

DELIVERING A STRENGTHENED VOLUNTARY AND COMMUNITY SECTOR – WORK PLAN – PHASE TWO

JULY 2008

Introduction

This report outlines the review group's plans for phase two of the review and was considered by the review group on 21 July 2008.

Partnership working

The review group has been struck by the scale and complexity of activity both within sectors and across the Harrow Strategic Partnership. The outcomes of this review will need to reflect the need for a strategic vision and relationship. Any future strategy must be cognisant of the multi-faceted nature of the sector itself and the numerous relationships the sector has with partners and the community. To achieve this, the review group will need to clarify roles and responsibilities: the success of any potential future model or process will be dependent upon clear agreement of roles and responsibilities.

The interim report highlighted a range of specific challenges including policy context, diversity within the sector, community engagement, needs assessment and changing models of service delivery. Many of these issues were also highlighted at the mini-conference events and the findings from those sessions should serve to inform the review group's further work. The group has also agreed to include two additional areas that were highlighted late in phase one and at the conference:

Volunteering – Initial discussions with statutory partners at the meeting held on 17 June highlighted the early development of the council's one for one scheme as well as the potential for working with the PCT to develop models for volunteering in partnership. Two members of the review group highlighted a number of concerns regarding the failure to take on board work commissioned from the local voluntary sector.

Voice for the sector – the conference paper highlights a number of areas relating to representation for the sector, relationships between large and small groups and enhancing awareness of the work of the sector. It would seem sensible to consider these points in the context of partnership working (and the Compact), particularly in relation to the future structure of the Harrow Strategic Partnership, multi-agency working and other related issues.

Work plan

- To determine the role of the sector and other partners and consequent relationships. This should also include consideration of principles such as enabling the voluntary and community sector to be in a position to successfully compete for service delivery on a level playing field [this element will cut across the other themes].
- Visit to Luton BC – to meet with local CVS and council to examine ways in which partners have worked together to develop partnership working
- Visit to LB Merton – Third Sector Strategy

- Case study – volunteering – review of the actions arising from the needs analysis report commissioned by the Community Cohesion Management Group from a partnership of HAVS, HASVO and the African SANG
- Analysis of activities already underway in Harrow (mapping exercise) – short survey of officers to consider how they think that their services support or engage with the voluntary sector (the review group has already agreed this but so far this has not been actioned).

Harrow Compact

- To undertake further development of the current Compact codes and the policy context, as this will influence their future development.
- To consider possible models for strengthening the disputes resolution process.
- To explore the possibility of providing recompense (for example out of pocket expenses) to representatives of voluntary and community sector groups when undertaking sustained 'out of role' engagement in partnership activities.
- To link the development of the Compact to the apparent desire across partnerships for increased constructive working.

Work plan

- To re-schedule Compact case study meeting
- To review Compact codes and the best way in which to communicate the spirit and purpose of the Compact and strengthen awareness
- To investigate options for disputes resolution
- Survey of HSP members (Local Compact Implementation Handbook, Compact Voice) (proposal from Compact case study group)

Funding (including grants, commissioning, external funding)

- To consider how funding models need to be developed to facilitate the engagement of the sector, recognising their different roles, responsibilities, competencies and capacity and recognising that one size may not fit all.
- To explore possible governance processes the pros and cons of an administrative process for grants as opposed to a member-level panel, including the respective roles of Members and officers. The review group is currently open to all options. For example if members were not involved in assessing applications this could allow members greater strategic focus on the setting of priorities and ensuring transparency though involvement in an appeals process before the final decisions on funding are agreed by Cabinet.
- Possible models for grant making including could include a community trusts. This would need to include examples of trusts, what they do and the feasibility of such models in respect of the Harrow context.
- To consider the potential for working with partners in administering grants processes.
- To undertake further analysis of best practice from other authorities, for example Birmingham City and London Councils, with a view to the final report of this group offering a range of options for consideration by Cabinet and relevant partners.
- To consider external funding support in the context of overall models.

Work plan

- Theories of funding
- Analysis of best practice
 - Other trusts e.g North London Community Foundation, Scarman Trust, Bridge Trust
 - Other authorities – Birmingham City (Beacon); LB Barnet; LB Richmond
 - London Councils

- Social enterprise
- Meeting with Grants Advisory Panel plus roundtable with community development team
- Case study – learning from LINKs procurement. Work is underway (at the request of the Overview and Scrutiny Committee at its meeting held on 8 July) to determine the general themes and learning that can be considered by the review group, arising from the process, but without compromising commercial confidentiality or associated issues. Lessons learned may also be pertinent to the development of the Compact.
- Further discussion with local commissioners and commissioned organisations in the light of the evidence above – more specific discussion regarding fit with strategic priorities e.g. role of the council as community leader.
- External funding – to consider external funding support in the context of overall models.
- Development of models.

Assets and premises

Work plan

- Analysis of best practice
- Mapping exercise of premises and use (informed by previous premises review, case study work from stage one and further analysis)
- Management of assets – by the council, by the sector, by partners (including private sector)
 - Community trust models – LB Hillingdon; LB Ealing
 - Community assets – Quirk review

Methodology – summary

Proposed activity	Timeframe/meeting date
Evidence gathering and visits	September/mid October 2008
Development of future models/options	Early Late October 2008 (extended workshop of the full review group)
Further consultation activity	Late October 2008/early November 2008
Consideration of final draft report by review group	Early Mid November 2008
Report to CSB	19 November 2008
Report to Overview and Scrutiny Committee	9 December 2008 (final report deadline 26 November)
Report to Cabinet	18 December 2008 (final report deadline 8 December)

Heather Smith
 Scrutiny Officer
 22 July 2008

APPENDIX B

CASE STUDY MEMBERSHIPS

Funding

- Mohamed Ali
- Cllr Nana Asante
- Ramji Chauhan
- Mike Coker
- Cllr Thaya Idaikkadar
- Cllr Eileen Kinnear
- Cllr Stanley Sheinwald
- Cllr Mark Versallion

Compact

- Cllr Margaret Davine
- Cllr Brian Gate
- Cllr Manji Kara
- Cllr Eileen Kinnear
- Julia Smith
- Cllr Yogesh Teli
- John Woolf

Past reviews (with a refined focus on assets and premises)

- Mohamed Ali
- Cllr Nana Asante
- Ramji Chauhan
- Cllr Margaret Davine
- Julia Smith
- Cllr Dinesh Solanki

Partnership

- Mohamed Ali
- Cllr Nana Asante
- Julie Browne
- Ramji Chauhan
- Cllr Margaret Davine
- Julia Smith
- Cllr Dinesh Solanki
- Cllr Yogesh Teli

APPENDIX C

OVERVIEW AND SCRUTINY COMMITTEE

REVIEW OF DELIVERING A STRENGTHENED VOLUNTARY AND COMMUNITY SECTOR – Scope of the Review

1	SUBJECT	Delivering a strengthened voluntary and community sector
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	Cllr Sheinwald (Chairman) Cllr Asante Cllr Davine Cllr Gate Cllr Idaikkadar Cllr Kara Cllr Kinnear Cllr Solanki Cllr Teli Cllr Versallion Ramji Chauhan (parent governor representative) Mohamed Ali, Iwanaaji Somali Disabled Association Julie Browne, Chief Executive, Kids Can Achieve Mike Coker, Director, Community Link Up Julia Smith, Chief Executive, HAVS John Woolf, Woodcraft Folk
4	AIMS/ OBJECTIVES/ OUTCOMES	To undertake a strategic review of the role the voluntary and community sector plays, with the council and other partners, in improving the quality of life of Harrow residents: <ul style="list-style-type: none">• To define the council and partners' relationships with the voluntary and community sector, how they stand as is and how they could be shaped going forward• To evaluate how effectively the council, partners and the voluntary and community sector work together in achieving key strategic aims for Harrow as set out in the Community Plan and Local Area Agreement• To evaluate the current Harrow Compact in the light of national policy direction and principles, as well as local circumstances.• To evaluate the council's support to the sector and make recommendations for improvement• To identify blockages to improving and strengthening the relationship with the sector and to make recommendations for improvement
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none">• Clear and transparent relationship between the council and the voluntary sector, including funding relationships• The council and the voluntary sector have clear understanding about their respective roles in delivering the strategic aims of the borough• Clarification of the long-term strategic priorities of the partnership in respect of its relationship with the sector

		<ul style="list-style-type: none"> • Clear, two-way, expectations for the values and behaviours of the partners and voluntary and community sector and how they will work together.
6	SCOPE	<ul style="list-style-type: none"> • To review how effectively the council, its partners and the voluntary and community sector work together in delivering the strategic aims of the borough (including the Community Plan and Local Area Agreement) • To review the effectiveness of the Harrow Compact in defining and supporting the relationship with the voluntary and community sector in Harrow (including the Compact codes) • To identify how the council works with the voluntary and community sector in understanding and identifying local needs and how this informs the setting of priorities • To consider how the council should make decisions about funding and how such decisions are governed and monitored in order to ensure accountability and transparency • To explore how the council should use a combination of commissioning, contracting and grants to enable a voluntary and community sector which builds capacity and delivers the strategic aims of the borough • To explore how the council supports the voluntary sector in building capacity and accessing support from other sources
7	SERVICE PRIORITIES (Corporate/Dept)	Community Plan and Local Area Agreement
8	REVIEW SPONSORS	Myfanwy Barrett, Corporate Director of Finance (on behalf of the Corporate Strategy Board) Julia Smith, Chief Executive, Harrow Association of Voluntary Service
9	ACCOUNTABLE MANAGER	Lynne McAdam, Service Manager Scrutiny
10	SUPPORT OFFICER	Heather Smith, Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	Scrutiny Officer
12	EXTERNAL INPUT	<ul style="list-style-type: none"> • Members of the Harrow Strategic Partnership as appropriate • Grant making partners – Harrow PCT, Harrow Police • A range of voluntary and community sector groups through consultation activities
13	METHODOLOGY	<p>Visioning</p> <ul style="list-style-type: none"> • To examine what constitutes an effective vision for delivering a strengthened voluntary and community sector and enabling the delivery of the strategic aims of the borough • To understand the strengths and weaknesses of existing relationships and how they could be improved <p>Evaluation of Harrow Compact To evaluate the effectiveness of the Compact and associated codes:</p>

		<ul style="list-style-type: none"> • Evaluation of existing Compact overall • Compare with practice from other authorities • Identify areas for improvement <ul style="list-style-type: none"> ➤ Are the actions identified the right ones? ➤ Are there any gaps? ➤ Are there any local arrangements or circumstances that should be reflected? • Examine practical considerations, such as how disagreements are managed and addressed • To evaluate the codes – funding and procurement code, black and minority ethnic organisations code, disability code, volunteer code, consultation code <p>Funding and procurement</p> <p>To evaluate the effectiveness of current financial support and decision-making processes:</p> <ul style="list-style-type: none"> • To review the code • Gather evidence from ‘grant givers’ – roundtable with Grant Advisory Panel Chair, officers involved in developing service level agreements, other partners (particularly PCT) who are engaged in providing support to the sector • To explore the effectiveness of alternative models through best practice from other authorities (possibly involving a visit) • Evidence from focus groups • To consider the grant making process including application process, decision-making criteria (for example the 80% rule) and transparency, and monitoring (including benefit to the community) <p>Overall approach</p> <ul style="list-style-type: none"> • To consult stakeholders - focus groups to be undertaken with: <ul style="list-style-type: none"> ➤ SLA funded groups ➤ Grant funded groups ➤ Strategic/umbrella groups ➤ Unfunded groups • To compare Harrow’s practice with other areas and with national best practice (to include London Councils, Barnet, Croydon and/or others as appropriate) • To undertake a mapping exercise to establish council interactions to support to the sector, including funding relationships and the use of community facilities • To challenge local assumptions • To seek out innovation and efficiencies
14	EQUALITY IMPLICATIONS	<p>Equality considerations will be paramount to this review. Scrutiny should consider how equality implications have been taken into consideration in current policy and practice and consider the possible implications of any changes it recommends.</p> <p>In carrying out the project the review group will need to consider its own practice and how it can facilitate the enabling of the voice and concerns of the voluntary and community sector to be heard.</p>

15	ASSUMPTIONS/ CONSTRAINTS	The scope of the review will be restricted to the council's relationship with the voluntary and community sector rather than being extended to the third sector, which encompasses a far wider range of bodies.
16	SECTION 17 IMPLICATIONS	The review will need to have regard to the possible community safety implications of any recommended changes to policy.
17	TIMESCALE	To inform the grants round for 2009/10 the review will need to have completed its activities by summer 2008.
18	RESOURCE COMMITMENTS	<ul style="list-style-type: none"> • 1 x Scrutiny Officer • Input from Community Development and Policy and Partnerships teams.
19	REPORT AUTHOR	Scrutiny Officer directed by review group.
20	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>To Service Director [✓] throughout the process and when developing recommendations</p> <p>To Portfolio Holder [✓] early in the process and when developing recommendations</p> <p>Stage 1</p> <p>To O&S [✓] by 8 July 2008 (interim report)</p> <p>To CSB [✓] regular reports on progress</p> <p>To Cabinet [✓] 17 July 2008</p> <p>Stage 2</p> <p>To CSB [✓] TBC</p> <p>To O&S [✓] 9 December 2008</p> <p>To Cabinet [✓] 18 December 2008</p>
21	FOLLOW UP ARRANGEMENTS (proposals)	Initial monitoring by O&S (after 6 months) then monitoring by the Performance and Finances scrutiny sub committee on an exception basis.

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