

RECOMMENDATION 1

Definition

That Bradford District’s Third Sector comprises of voluntary organisations and community groups (both registered charities and other organisations), social enterprises, faith based groups, mutuals & co-operatives who:

- Are independent of national, regional, and local government
- Are ‘value driven’- that is they pursue economic, social or environmental objectives rather than primarily aiming to make a profit
- Reinvest any surpluses in the pursuit of their objectives

REQUIRED ACTION	TIMESCALE	LEASD RESPONSIBILITY
A. Propose definition to Council	December 2008	AD Partnerships.
B. Recommend to other partners	January 2009	
C. Include definition in District Compact	TBC dependant upon DCX restructure	

RECOMMENDATION 2

That the Council recognises the range of roles and functions fulfilled by the third sector by:

- A. Using the 9 roles and functions identified to ensure that any agreements with the sector are needs led and outcomes focused to ensure the effective delivery of the Big Plan
- B. Analysing and determining any changes required for these roles and functions, for example targeting capacity building requirements to where the need is greatest.

REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<ul style="list-style-type: none"> • Devise methodology to undertake a needs assessment on the range of roles & functions needed by the district • Conduct a pilot needs assessment to inform commissioning and evaluate • Determine revisions to approach and how to embed the process 	March 2009	AD Safer & Stronger Comms.

RECOMMENDATION 3

A minimum standard of third sector provision be agreed in relation to equalities requirements and responsive service provision. This minimum standard should be used in conjunction with recommendation 2.

REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<ul style="list-style-type: none"> • Agree and produce a minimum standard • Determine process by which the standard should be used 	March 2009	AD Safer & Stronger Comms

RECOMMENDATION 4

Ensure the effective engagement of the third sector in the Bradford District Partnership.

REQUIRED ACTION	TIMESCALE	RESPONSIBILITY
A. Developing existing thematic Third Sector forums to provide clarity and consistency on an agreed 'minimum role' and fill any gaps to ensure all thematic strategic delivery partnerships are covered. Strategic delivery partnerships must take into account the views of their Third Sector forums and include appropriate representation from forums on the Partnership and its subgroups.	Commissioned by February 2009 to commence April 2009	AD Partnerships
B. Developing a Third Sector Assembly for the District that is owned and supported by the Third Sector	Proposal to be completed by Feb 09 & Commissioned from April 09.	AD Partnerships
C. Providing greater clarity on the role, composition and support for Equality Partnerships and community of interest groups, particularly with regard to race, gender and faith, age, disability and sexuality.	Before April 2009.	AD Safer & Stronger Comms.
D. Adequately resourcing support for proposals A - C and consider how this is affordably commissioned from the Third Sector using sustainable funding	Identify funding source for 09/10 onwards, including from partner organisations by	AD Partnerships
E. Ensuring all key partners contribute to supporting the Third Sector's engagement		AD Partnerships

RECOMMENDATION 4 (continued)		
Ensure the effective engagement of the third sector in the Bradford District Partnership.		
REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
F. Ensuring the new Stronger Communities partnership has good links with both equalities and neighbourhood working structures – progress actions from the two facilitated workshops.	Feb 2009 and commissioned from April 2009. December 2009	AD Safer & Stronger Comms.
RECOMMENDATION 5		
That the seven CLG principles of representation across all Forums are adopted and ensure that representatives are supported and have necessary skills and understanding to fulfil this wider representative role.		
REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<ul style="list-style-type: none"> • Thematic forums and Equality Partnerships to agree adoption of principles • Commissioned organisation to provide support in their implementation 	Mar 2009 From April 2009	Partnership Lead Officer Equality Partnerships
RECOMMENDATION 6		
That a new 'second generation' Compact should be developed as soon as possible with a target for final agreement of July 2009*		
REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<p>The new Compact should:</p> <p>A. Involve and gain agreement from as many public agencies as possible with the Council and PCT being the principal organisations</p> <p>B. Contain codes of practice covering at least commissioning, consultation, equalities, volunteering and sector development</p>	Put in place a project plan by March 2009* for development of new Compact	AD Partnerships *Critical to have Partnership Service fully functioning to meet this time frame

RECOMMENDATION 6 (continued)

That a new 'second generation' Compact should be developed as soon as possible with a target for final agreement of July 2009*

REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<p>C. Further consider the role of Infrastructure Support Organisations (ISOs) in sector development and engagement with the Third Sector</p> <p>D. An implementation plan should be developed alongside the overarching Compact agreement clearly laying out lead roles, responsibilities and resources for making it happen and be regularly monitored and evaluated for its impact on cross sector relationships contain clear dispute resolution procedures</p> <p>E. Used as a mechanism to monitor the delivery of a more consistent approach to commissioning</p>	<p>& establish cross partner Compact Working Group by January 2009</p> <p>All other actions to be achieved by July 2009</p>	

RECOMMENDATION 7

That a clear framework (including standards) for commissioning be developed to ensure a coordinated and consistent approach is adopted throughout the Council and where appropriate by partners. (See Appendix B for details)

REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<p>Agree process to advance the recommendation & undertake an options appraisal (see Appendix 2 for details)</p>	<p>March 2009</p>	<p>AD CP&BS</p>

RECOMMENDATION 8

That commissioning the third sector in the future incorporates, where achievable and appropriate, the following:

- A. The Eight Principles of Good Commissioning developed by the Cabinet Office and promoted by I&DeA.
- B. A Full Cost Recovery (FCR) standard for commissioning of services to include an element of indirect organisational costs in addition to full costs of the service.
- C. Three Year Funding agreements as the standard funding length for services.
- D. Standard Council contracts with Third Sector Organisations to have a clause to minimise the unintentional disruption of service delivery. This would enable 3 month rolling extension funding (unless notification given of the loss of funding).
- E. Support local Third Sector Organisations to be more competitive in their submissions to deliver services and recognises the Third Sector’s contribution to positive outcomes for the district beyond service delivery.

REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
A. Incorporate the eight principles of good commissioning into commissioning processes	March 2009	AD CP&BS
B. FCR - Council/ BDP to establish a standard to enable payment towards indirect costs whilst meeting requirements to consider Value for Money (VFM)	December 2008 – in order to incorporate into negotiations from 2009	AD CP&BS
C. Three year funding agreements – introduce for new contracts.	From April 2009 for all new agreements	AD CP&BS
D. Standard Council Contracts - Wording of the Clause to be written up and included within the Accountable Body Guidance. Ensure funders are aware of the change. Establish as norm within all new funding agreements for services that are a minimum of 2 years in length with a value over £50k.	In all funding agreements from April 2009	AD Partnerships

<u>RECOMMENDATION 8 (continued)</u>		
REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<p>E – 3 Actions:</p> <ul style="list-style-type: none"> ▪ Support to Third Sector organisations to be more competitive in their submissions ▪ The effective performance management of the Procurement Strategy 2008-10 to ensure its implementation has an impact on building the capacity of 'local' Third Sector providers to compete on a fair basis. ▪ Outcome driven commissioning needs to be a mix of grants and contracts to ensure full range of organisations can be commissioned to deliver outcomes 	TBC	AD Partnerships
<p><u>RECOMMENDATION 9</u> That the Council develops protocols (in consultation with partners) to ensure effective monitoring and evaluation of contracts. This will also include the ability to analyse the distribution of resources according to need.</p>		
REQUIRED ACTION	TIMESCALE	LEAD RESPONSIBILITY
<ul style="list-style-type: none"> • A working group, with terms of reference to develop standards related to performance management of funding agreements (Performance management to be proportionate to size of award). • Develop protocols to be included in the Accountable Body Guidance. • Build on the resource allocation work undertaken as part of the review – including the audit of equality and Diversity groups. 	April 2009	ADs Partnerships

<p><u>RECOMMENDATION 10</u> To develop VCS Infrastructure Support (including identifying the support needs for communities of interest and localities) as a strategic commissioning area to support partnerships needs for a thriving Third Sector (see Appendix C) within a pre-determined resource envelope identified by the relevant partners.</p>		
REQUIRED ACTION	TIMESCALE	RESPONSIBILITY
<ul style="list-style-type: none"> Adoption of the functions of VCS infrastructure Support; Negotiation with stakeholders; Future VCS Infrastructure to be commissioned through new group; The strategic approach will include joining up with tPCT. Further work detailing the approach will need to be undertaken as part of Recommendation 7 – see Appendix B 	April 2009	AD CP&BS.
<p><u>RECOMMENDATION 11</u> To improve general understanding of the contribution of the third sector, how to engage with it and enable access to infrastructure support through BDP communication arrangements including the publication of a simplified version of this report.</p>		
REQUIRED ACTION	TIMESCALE	RESPONSIBILITY
Actions to be agreed as part of WNF commission partnership marketing and communications	January 2009	AD Public Affairs and Comms
<p><u>RECOMMENDATION 12</u> To recognise the significant achievement made in gaining agreement to this review and its recommendations by commissioning the Review Steering Group to oversee the implementation plan and report back on progress made in 12 months time.</p>		
REQUIRED ACTION	TIMESCALE	RESPONSIBILITY
Establish a review group from the steering group to oversee this implementation plan.	January 2009	AD Partnerships

RECOMMENDATION 13

To Improve the coordination of Community Support within the district as a key part of delivering the Stronger Communities chapter of the Big Plan and a key responsibility for the emerging Stronger Communities Partnership.

REQUIRED ACTION	TIMESCALE	RESPONSIBILITY
Set up a working group to recommend improved linkages between commissioned community development work/ community centres/neighbourhood working	January 2009	AD Neighbourhood Support

DRAFT 31.10.08