



**BRITISH-IRISH COUNCIL SOCIAL INCLUSION THEME**  
**CONTRIBUTION OF THE THIRD SECTOR TO SOCIAL INCLUSION**

**REPORT TO MINISTERS**  
**MARCH 2012**

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## EXECUTIVE SUMMARY

### **Background**

1. This is the report to Ministers of the British-Irish Council (BIC) Jurisdictions on the third sector's contribution to social inclusion. It focuses on the following three tasks set by BIC Ministers at their meeting in March 2010:

- how the third sector working together can make communities more sustainable and socially cohesive;
- how we can enable wider civil activity; and
- how we can enable the third sector to become part of the mainstream in service delivery.

2. The British-Irish Council was established following the Agreement reached in Belfast on Good Friday 1998. Membership of the BIC is comprised of representatives of the Irish and British Governments and of the devolved Jurisdictions of Northern Ireland, Scotland and Wales, together with representatives of the Isle of Man, Guernsey and Jersey. It provides a forum where members can have an opportunity to consult, co-operate and exchange views with the aim of agreeing common policies or common actions in areas of mutual interest for the benefit of all.

### **Approach**

3. This report details the programme of work carried out and presents the collective learning that has emerged. Reflecting the BIC original aim to exchange information, the Jurisdictions met six times to develop an understanding of the work in each Jurisdiction, as requested by Ministers, which evolved into dynamic conversations and collective learning opportunities around the three tasks.

4. Initial work involved agreeing definitions for future reference (see Annex 4) and the framing of current activity in each Jurisdiction (see Annex 1) in conjunction with the questions posed by Ministers.

5. Engagement with the third sector has been a central part of our approach. Information regarding the third sector organisations engaged in the process on the study visits are contained at Annex 2, whilst the views of the third sector Infrastructure bodies in each Jurisdiction are contained in Annex 6.

### **Thematic Chapters**

6. The report has three thematic chapters, each one based on one of the tasks set by Ministers. These set out:

- definitions, context and issues;
- third sector activities on the ground and the contribution they are making;
- Government Programmes that have been developed in response to the issues; and
- emerging themes and recommendations, in terms of the shared learning that has emerged for Jurisdictions.

7. In response to “**how the third sector working together can make communities more sustainable and socially cohesive**” the benefits of volunteering on the community perspectives are strongly evident in Northern Ireland where the years of civil unrest gave way to a significant growth in the number of voluntary and community groups including groups directly involved in peace and reconciliation and cross community work.

8. Looking at “ **how we can enable wider civil activity**”, volunteering remains deeply embedded within the UK social policy agenda and has been seen as a key element of strategies to promote social participation and increase individual and collective citizenship.

9. Finally the Jurisdictions turned to the third theme “ **enabling the third sector to become part of mainstream in service delivery**”. The current situation of austerity and drive for improvement in public services, brings a new dimension to the role of the third sector in society and particularly the delivery of public services. An

increased prominence in the delivery of mainstream services offers significant opportunities for the third sector, however, these opportunities are not without risk – loss of public trust, mission drift, loss of independence (becoming instruments of the state).

10. Over the last two years the group of officials have developed their understanding of the role that the third sector plays with regard to social inclusion and the issues that they face in delivering their services. At a time when the role of the third sector is becoming even more vital, this shared learning across the Jurisdictions has become even more important. Our key recommendations reflect this.

### **Recommendations**

#### **Theme 1 - “how the third sector working together can make communities more sustainable and socially cohesive”**

**Recommendation 1** - On-going support from Government is a key driver to continue to create the framework to facilitate third sector collaboration, and the development of skills and business acumen.

**Recommendation 2** - Further development around leadership and consensus is needed, including who does what, where and when. This should incorporate work at national, regional and local levels.

**Recommendation 3** - It is key that third sector organisations are involved throughout the development of Government policies.

**Recommendation 4** - Consideration should be given to the benefits of capital asset transfer as a means of communities buying into their land/assets, working together, building on their own well being, and moving to cohesion.

#### **Theme 2 - “how we can enable wider civil activity”**

**Recommendation 5** - It is key that Jurisdictions share best practice with other partners about creating an environment for civil leadership and civil behaviours to emerge, particularly at an early stage. As a legacy from the group's work it is proposed to encourage bi-lateral follow up of the approaches the group has been exposed to. In addition, it will open up the current officials UK Volunteering Forum to all the jurisdictions of the BIC.

**Recommendation 6** - Jurisdictions need to continue to work with the third sector on how best to attract people into civil activity, that takes account of the varied ways in which people connect.

**Recommendation 7** - Jurisdictions continue to develop their understanding of the civil activity journey and the transition from energy to activity by getting rid of the barriers/blocks to civil activity and stimulating the key drivers.

**Recommendation 8** - There is a need for Governments to identify how to encourage and recreate the behaviours needed for a success e.g. dedication, commitment and enthusiasm.

### **Theme 3 – “how we can enable the third sector to become part of the mainstream of service delivery”**

**Recommendation 9** - Jurisdictions should consider more intelligent commissioning and addressing the barriers faced by third sector organisations in the procurement process. Jurisdictions, that have not already done so, may wish to review

procurement practices to assist the third sector in competing for delivering public service contracts.

**Recommendation 10** - Jurisdictions should consider both the commissioning and procurement of services and use the most appropriate method. These should provide an overarching level of transparency. Jurisdictions may wish to consider piloting the delivery of services through third sector partners and, if successful in meeting social needs, then it can be competitively procured for the longer term.

**Recommendation 11** - When procuring services, Jurisdictions should consider incorporating social benefit clauses and impact measurement and providing guidance on the use of these.

**Recommendation 12** - Genuinely opening up markets needs a better understanding by the statutory sector of the potential contribution of the third sector, and by the third sector of the needs of commissioners and planners.

**Recommendation 13** - Jurisdictions should consider how best to harness and utilise the knowledge and expertise of the third sector in respect of preventative interventions.

These recommendations are explored in more detail within the themes in this report.

### **Future Themes**

The group also identified potential future themes for the workstream and these will be presented at the meeting of Ministers for them to consider.

## INTRODUCTION

### **Background**

1. This is the report to Ministers of the British Irish Council (BIC) Jurisdictions on the theme of social inclusion. It focuses on the contribution of the third sector to social inclusion, detailing the work that has been carried out and presenting what has been learned.

2. The British Irish Council operates by consensus and not all of the examples in this report will be appropriate for all Jurisdictions. However, participating in this study has given the eight Jurisdictions a unique opportunity to share experiences of supporting third sector organisations in their activities to increase social inclusion.

3. This is already having an impact. For example, as a result of learning from study visits and sharing of information between Administrations, the Northern Ireland Executive has published a Programme for Government commitment to develop and implement a policy framework on Community Asset Transfer in Northern Ireland. This initiative will improve financial capability within the Third Sector and contribute to its service delivery capacity.

4. At the Edinburgh Ministerial Summit Meeting held on 25/26 March 2010, BIC Ministers agreed that there were major, immediate challenges facing the third sector and member Jurisdictions. A work plan identifying three main themes was agreed. Work has therefore concentrated on the contribution of the third sector to promoting social inclusion under the following three main themes:

- how the third sector working together can make communities more sustainable and socially cohesive;
- how we can enable wider civil activity; and
- how we can enable the third sector to become part of the mainstream in service delivery.



5. Meetings of officials commenced in June 2010 in Northern Ireland and the following further meetings took place:

- Isle of Man - 23/24 September 2010
- Republic of Ireland - 9/10 December 2010
- UK Government - 3/4 March 2011
- Guernsey - 22/23 June 2011
- Scotland - 2/3 November 2011

6. Each meeting was coupled with study visits and discussions with a range of third sector organisation (details of the organisations visited can be found at Annex 3). Each organisation was also asked to share their top three policy recommendations relating to the themes. In March 2011, third sector leaders from each of the Jurisdictions attended a meeting in London to share their views (copies of their presentations can be found at Annex 6).

### **Definitions**

7. Ministers asked officials to study the contribution of the third sector to social inclusion. It is recognised that not everyone uses the same terms e.g. some use third sector, some use social economy, some use civil society, some use voluntary and community sector. For this report, we use “third sector” as short-hand for voluntary and community organisations, charities and social enterprises. Similarly not all Jurisdictions use the term cohesion with some referring to partnership working for example. For the purpose of this report we have used cohesion to refer to “the bond or glue that brings people together in society to work together to achieve things which they could not achieve on their own or would do so with great difficulty”.

### **Methodology**

8. In this report we have used the more dynamic format of “policy conversations” to reflect on the three themes agreed by Ministers. Each of the policy conversations draws on the examples and third sector commentaries from the study visits and the issues identified by third sector leaders at the March meeting in London. Therefore,

while the conclusions and recommendations are from the officials group, they will have resulted from close engagement with the voice of the third sector across all the Jurisdictions, as reflected in the policy conversations.

# PART ONE

## **THEME 1 - HOW THE THIRD SECTOR WORKING TOGETHER CAN MAKE COMMUNITIES MORE SUSTAINABLE AND SOCIALLY COHESIVE.**

### **Definition**

9. In looking at how the third sector working together can make communities more sustainable and socially cohesive, the group began by considering elements of social cohesion before agreeing the definition should be more about communities being cohesive rather than third sector organisations being cohesive.

10. The group further defined cohesive communities as those in which all members feel included and valued and have the opportunity to reach their individual potential, where local people can recognise what needs to be done to prioritise the sustainability of their community. Cohesive communities are more likely to be sustainable communities given that they will be desirable places to live.

### **Context and Issues**

11. Within this theme we have looked at what third sector organisations are doing within their communities and considered some of the policies being adopted across the eight Jurisdictions. This is within the BIC model of sharing information and lessons learned.

12. In 1995, Robert Putnam, a political scientist and professor at Harvard University, published his book *“Bowling Alone; The Collapse and Revival of American Community”*. Drawing on evidence gathered over 25 years, Putnam reported that among other things, today we sign fewer petitions, belong to fewer organisations and know our neighbours less. The Group, however, found evidence that points to communities working together to deliver sustainability, cohesion and inclusion within the eight Jurisdictions.

13. Across the Jurisdictions social enterprises are starting up with the aim of supporting communities. Social enterprises are businesses that trade for social and/or environmental reasons. Like all businesses, they need to make a profit to survive and grow. However, any such profits are principally reinvested in social and environmental purposes. It is widely recognised that the social enterprise model offers real opportunities for the sector in achieving sustainability and becoming less reliant on government grants.

14. It was clear to BIC officials that communities across the Jurisdictions are keen to work collaboratively for the benefit of social cohesion and sustainability and Jurisdictions are also keen to facilitate this, and create the environment in which this can take place. Furthermore, the group saw evidence that social cohesion can deliver measurable benefits for both communities and individuals within those communities.

15. Volunteering can help strengthen local connections and inter-generational bonds, enhance trust and community resilience and improve individual health and well being.

### **What the Third Sector is Doing**

16. During the last two years, the Group has visited a number of third sector organisations to listen to and see how they are making a difference within their communities, with regards to enabling a cohesive and sustainable community. Some of these are reflected below.

**Shoreditch Trust** sees itself as a regeneration, change and community investment agency. Cultural brokerage, community and social enterprise, public involvement, environmental innovation, conflict resolution and compelling community propositions are among the tools it uses to work with and for communities in unleashing and maximising potential. Collaborative and partnership based solutions are the bedrock of its operation. In doing this, it has established a multi million pound community owned asset base in Shoreditch. It has established social enterprises including

Shoreditch Spa, award winning restaurant Acorn House and almost 40,000 square feet of affordable office space. It looks to co-operate with its assets, be they physical or organic, in order to maximise benefit and impact. The Trust works toward contributing, articulate, thoughtful citizens who are responsible for who they are in their communities, effectively re-localising economies and democracy. It coaches and mentors. It is at the "doing" and "delivering" end of regeneration. The Trust has developed a consultancy to share its experience and is working with others who are looking for ways to work alongside communities, working with private, public and community sectors to maximise synergies and mutual benefit. Its work has taken it among other places to Sweden, Poland, Latvia, Estonia, Norway, Spain, Ireland and of course Britain.

<http://www.shoreditchtrust.org.uk/>

**The Ashton Community Trust (ACT)** in Belfast demonstrates a tangible example of community cohesiveness and sustainability. ACT was conceived in 1985 as a community initiative to tackle poverty and deprivation in one of the most deprived wards in Northern Ireland. Over 650 residents purchased shares at £35 each to raise the funds necessary to allow the group to purchase the land on which the Ashton Centre now stands. The community "buy-in" was all the more significant given that there would be no financial return. ACT's mission, as defined in its 3 year strategic plan, is: 'To promote positive change and improve the quality of life of the North Belfast community'. It's vision is a safe, prosperous and caring community where residents have pride and a sense of ownership'. The Trust has remained in community ownership and continued to build, in an extremely entrepreneurial way, a large and successful Community Trust with major assets and job creation.

[www.ashtoncentre.com](http://www.ashtoncentre.com)

**Kibble** is one of Scotland's oldest charities working with young people at risk of being excluded from their own community. Many of the young people will display a complex mix of social, emotional, education and behavioural problems and many will have slipped through the safety nets provided by a range of early intervention

programmes. Kibble works with the young people to provide them with a foundation of safety, structure, stability and success. The organisation replaces the chaotic lifestyles, limited education and disadvantages that they have with the possibility of a brighter future. This in turns enables the young people to play a part of their community.

<http://www.kibble.org/>

**Action for Children Guernsey** demonstrates collaborative working can achieve measurable outcomes. As a result, during the period January 2010 to December 2010, 257 young people with a range of issues including drug and alcohol, mental health, unemployment, care system history and pregnancy have been helped to remain in the community. The benefits of this form of partnership working lie in the one stop shop delivery of services. Young people are able to access much of the support they need in one place, and are helped and supported to access other specialist services as necessary. The Disability Alliance has been involved with government policy - collaborating closely with other third sector organisations to engage with Government, without the need for mergers.

<http://www.actionforchildren.org.uk/>

**The Guernsey Disability Alliance** has been involved with government policy - collaborating closely with other third sector organisations to engage with Government in Guernsey, without the need for mergers of independent charities. It has enabled participation in social policy development from a diverse range of people with impairments and mental health problems.

<http://www.disabilityalliance.org.gg>

### **What Governments are Doing**

17. Jurisdictions already have a number of policies either in place or being developed which address this theme. Some of these are reflected below, however, further details on all initiatives can be found at Annex 1.

18. In December 2009, the (then) Welsh Assembly Government launched a **Community Cohesion Strategy** with the aim of supporting service providers such as local authorities and their partners to develop a strategic approach to promoting and maintaining cohesion in their local areas. A number of Jurisdictions have deliberately set out to promote the development of such approaches by adopting specific policy instruments. The Strategy emphasises the value of local partnerships, the important role of organisations that are working at community level and readily acknowledges that the engagement of people living in communities is vital. A community which works well together in these ways is also a community that is likely to be resilient in the face of external challenges or internal tensions. The Welsh Government supports cohesion at a national level including the provision of grant funding to support and promote local cohesion initiatives. Recognising that each locality has its own identity and distinctive needs the suggested frameworks are designed to be adapted by local partnerships.

<http://wales.gov.uk/topics/housingandcommunity/communitycohesion/publications/strategy/?jsessionid=hgWrTV2fhpzp5JKz3Jy6Z5nW2nSDHDBC17FPNrH3FBnQ1T12LBqt!-505488680?lang=en>

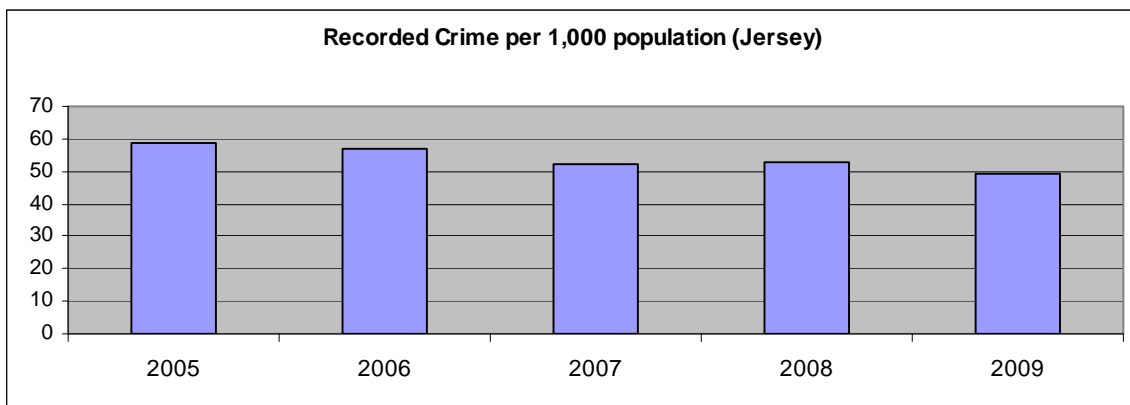
19. The Welsh Government are looking at the recommendations of the **Simpson Review** which found that the replication of functions and services was of 'questionable value'. The review suggested amalgamating areas like social services, transport and management. Carl Sargeant, Minister for Local Government and Communities, Welsh Government stated that the 'Simpson Review is not about reorganising local government or amalgamating local authorities. It is about better patterns of service delivery that will allow us to target the delivery of services towards citizens and to do this at the most appropriate level – whether that is at local, regional or national level'.

<http://wales.gov.uk/newsroom/localgovernment/2011/110329delivery/?lang=en>



20. In a similar vein the States of Jersey has a **Building a Safer Society (BaSS) Strategy**. This strategy works across agencies in the public, private and voluntary sectors to provide comprehensive and workable solutions to social and community safety issues. The success of the strategy depends on these groups working together to address issues that are important to them and to making their community a safer place to live – and therefore sustainable. Reducing crime, public disorder and anti-social behaviour is a key performance indicator in BaSS. The fact that recorded crime has reduced significantly can only be seen as a success for all the agencies involved making Jersey a safer place and therefore a desirable place for communities.

<http://www.gov.je/Government/Departments/HomeAffairs/Departments/BASS/Pages/WhatIsBASS.aspx>



21. In Ireland, the **Local and Community Development Programme LCDP** was introduced in 2010 and brings together two former social inclusion programmes. The LCDP has one national aim, to tackle poverty and social exclusion through partnership and constructive engagement between Government and its agencies with the third sector and people living in the most disadvantaged communities, It is underpinned by four high level goals:

- To promote awareness, knowledge and uptake of a wide range of statutory, voluntary and community services;
- To increase access to formal and informal educational, recreational and cultural development activities and resources;

- To increase peoples' work readiness and employment prospects;
- To promote engagement with policy, practice and decision making processes on matters affecting local communities.

22. The Local Development Companies which implement the LCDP are required, under the current framework, to devote the majority of their time and resources to Goal 2 (Education and Training) and Goal 3 (Employment supports). The Local Development Companies approach their work in three ways:

- Delivery approach – direct delivery of initiatives, particularly where gaps are identified;
- Agency approach – where the Local Development Companies contract for specific initiatives to be provided by an existing organisation; and
- Broker approach – where the said companies bring together other external resources to focus on specific needs / issues. Importantly, the Local Development Companies work with other agencies to improve services.

23. In developing the integrated programme model, a primary concern was to make every effort to ensure that the front-line services provided by, or supported through the Programme, especially those focused on the needs of the most disadvantaged communities, were protected, and, to minimise overheads and ancillary costs.

24. The Scottish Government views the contribution by voluntary organisations and community groups as essential to building strong communities and **Third Sector Interfaces** have been developed as a way to strengthening the sectors involvement in the planning and delivery of services. These Interfaces provide a coherent structure for the sector in each local area, with clear links to Community Planning Partnerships and Single Outcome Agreements. The Interface provides a single point of access to support and advice for the third sector within the local area and promotes and supports volunteering.

<http://www.scotland.gov.uk/Topics/People/15300/Localism>

25. In Northern Ireland, the Department for Social Development (DSD) has actively promoted modernisation and change within voluntary and community sector organisations. The £15m **Modernisation Fund Capital programme** has supported almost 60 projects to:

- achieve an increase in the level and degree of partnership and collaboration within the voluntary and community sector;
- assist groups achieve either increased income generation and/or cost reduction;
- improve access to services especially for disadvantaged groups;
- enhance the capacity of groups within the sector to deliver both existing and new services; and
- tackle obstacles to good relations within and/or between communities.

DSD has also contributed to **Building Change Trust's Collaboration, Partnerships and Mergers Programme** which works directly with organisations in Northern Ireland to enable them to examine their internal structures and proactively build alliances and partnerships with other voluntary and community sector groups. This programme also provides professional and legal advice to ensure that organisations can consider the potential for formal merger.

26. In addition, the NI Executive's new Economic Strategy contains a commitment to invest in social enterprise growth to increase sustainability in the Third sector. This will include 160 new Social Economy start-ups.

[http://www.detini.gov.uk/economic\\_strategy\\_web .pdf](http://www.detini.gov.uk/economic_strategy_web.pdf)

27. The third sector has a major role in Scotland's future, especially during a period of economic austerity. The Scottish Government continues to support third sector organisations through the **Enterprise Growth Fund** and **Just Enterprise**. The Enterprise Growth Fund enables enterprising third sector organisations to undertake change to ensure growth and financial sustainability. Just Enterprise integrates first time business start-up, business support and learning and development services to individual social entrepreneurs and enterprising third sector organisations across Scotland.

28. At a local level UK Government have introduced a **Community Organisers programme** as an opportunity for local people to improve their local community. Community organisers will listen to residents in their homes, on the streets and where they gather, and they will listen to public service and third sector workers, small businesses and local institutions to help develop their collective power to act together for the common good as identified locally.

### **Emerging Themes/Conclusions**

29. The group drew from this that communities are keen to work collaboratively with Jurisdictions and the third sector. The partnership working emerging from this willingness to collaborate seems to be leading, from what we have seen, to a better quality of service, a wider network of expertise and increased accessibility for service users. The visits and evidence gathered from each of the 8 Jurisdictions has shown communities working together to deliver sustainability, cohesion and inclusion, often in relation to quite complex social problems.

30. Such initiatives require support from government to ensure that organisations have access to the necessary support and professional advice to enable them to modernise and put in place the most appropriate structures to deliver integrated and quality services to the most disadvantaged in society.

31. We have seen powerful examples of communities and individuals drawing on their own latent resources of skills, ideas, personal finance and physical assets to make a long term and sustainable change in their communities. This mobilising of assets at a local level seems, to us, to be a crucial factor in the success of these initiatives. They are also socially inclusive in that they bring together diverse community interests in a shared mission of change.

32. Finally, the group feels there is potential for the Development Trust to succeed across all Jurisdictions in promoting the principle of community owned and led services to bring about long-term social, economic and environmental benefits to local communities.



## RECOMMENDATIONS

33. The BIC group have come up with a number of recommendations to reflect its shared learning around this theme.

**Recommendation 1** - On-going support from Government is a key driver to continue to create the framework to facilitate third sector collaboration, and the development of skills and business acumen.

**Recommendation 2** - Further development around leadership and consensus is needed, including who does what, where and when. This should incorporate work at national, regional and local levels.

**Recommendation 3** - It is key that third sector organisations are involved throughout the development of Government policies.

**Recommendation 4** - Consideration should be given to the benefits of capital asset transfer as a means of communities buying into their land/assets, working together, building on their own well being, and moving to cohesion.

## THEME 2 - HOW WE CAN ENABLE WIDER CIVIL ACTIVITY?

### Definition

34. In looking at how we can enable wider civil activity, the group began by defining civil activity as: the commitment of time and energy for the benefit of society and the community, the environment or individuals outside (or in addition to) ones immediate family. It is undertaken freely and by choice without concern for financial gain.

35. Civil activity occurs when citizens within society come together to undertake tasks, or deliver services to other individuals or communities with whom they may not otherwise engage. Civil Society is the totality of voluntary, civic and social organisations and institutions which may form the basis of a functioning society as opposed to the state backed structures and commercial institutions of the market. In order to enable wider civil activity we need to bring these two elements together.

### Context and Issues

36. In enabling wider civil activity we want to increase the level of voluntary and community engagement and promote inclusive sustainable communities where people want to live work and socialise; and where their input and contribution is valued. There are many communities and many people will belong to more than one. They may be motivated by different need and activity.

37. Across the Jurisdictions there are numerous groups and individuals taking collective action independent of Government for the benefit of the public. Some of these actions are formalised into organisations such as charities, voluntary and community groups and social enterprises. Most volunteering, however, is not formalised and there is a challenge to governments about how they can assist in increasing informal volunteering.

38. In 1949 William Beveridge defended voluntary action stating: *“vigour and abundance of Voluntary Action outside one’s home, individually and in association with other citizens for bettering one’s own life and that of one’s fellows, are the distinguishing marks for a free society. They have been outstanding features of British life”* **Beveridge (1949) Voluntary Action : a report on methods of social advance**. This still remains valid today.

39. Civil Society organisations range in size from the larger Co-operatives, and trade unions to smaller local voluntary, community and faith groups. The one thing that they all have in common, however, is that they are borne from the desire of individuals to make a difference.

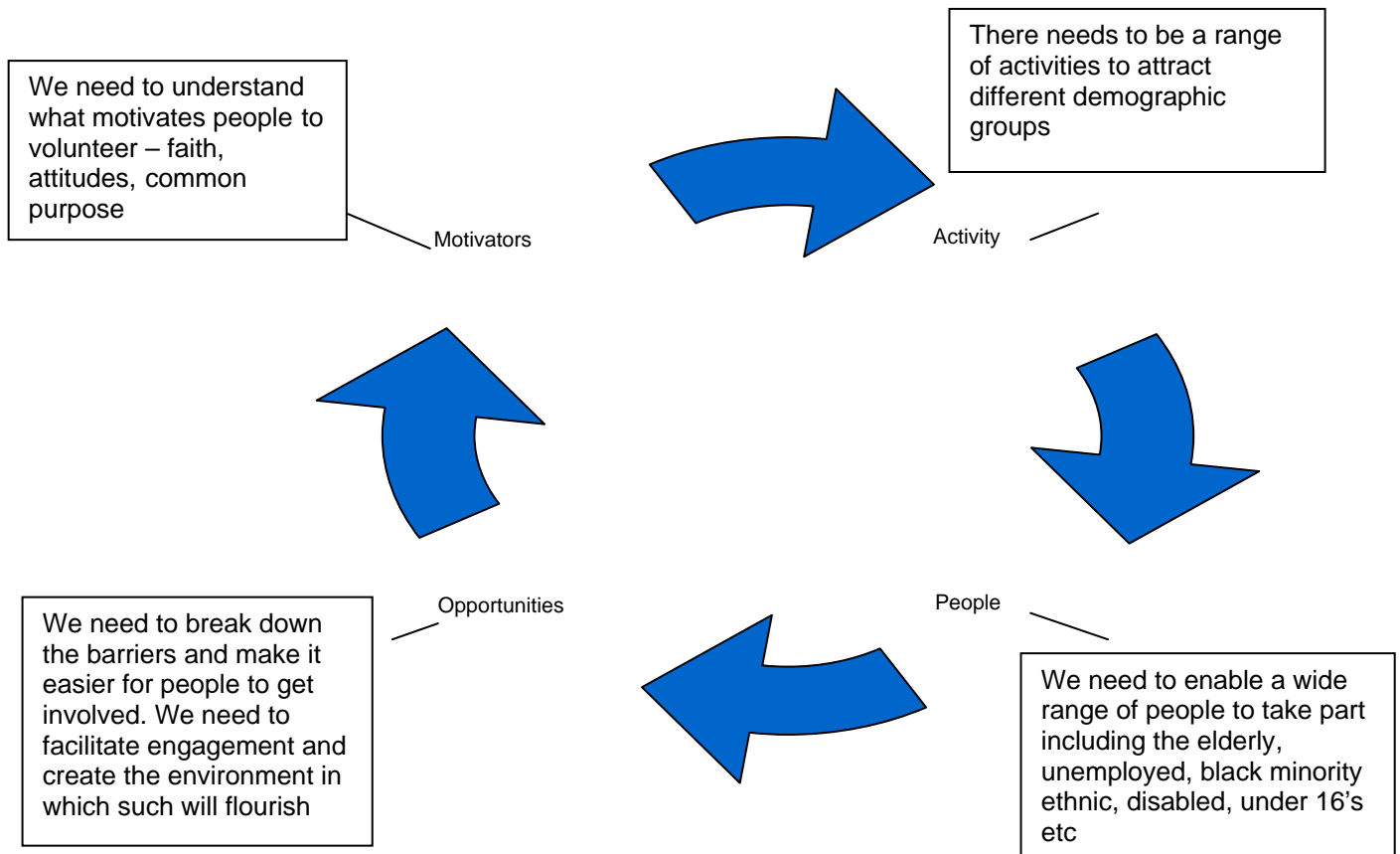
40. The group had lengthy discussions around how wider civil activity could be enabled. Overall the Jurisdictions agreed that there needs to be a wide range of potential activity that will attract an equally diverse range of people from all age groups, for example, people who are unemployed, disabled, students and minorities etc. There needs to be activities that people want to do, it needs to be “cool” to be involved. There is also a need to source advice on and support the establishment of appropriate legal entities and procedures.

41. One way of making this happen is gaining celebrity endorsement for a particular body or organisation. For example, actor Christopher Eccleston supports the Red Cross; Sir Steve Redgrave and Joe Pasquale support Diabetes UK; and recently American rapper Snoop Dogg took part in some voluntary work at Oldsall Community Centre in Salford.

42. In addition, promoting civil activity has to be able to adapt to the varied ways in which people connect, and in particular embrace the challenge of virtual social networks and the different ways in which citizens communicate their views and interests e.g. through twitter. During the period of the group’s work we have seen an increasing trend of social media enabling civil and political activity, and from our visits and discussions, we can see within the context of civil activity a number of third sector organisations beginning to closely look at and work with this trend.



43. The following diagram represents our thoughts on what is needed to enable wider civil activity.



44. Evidence from across all of the eight Jurisdictions has demonstrated that the development of civil activity does not necessarily stand alone with the individual. The opportunities and support from third sector organisations, networks such as the Council consultation is a vital component in this area of activity.

### **What the Third Sector is Doing**

45. During the last two years the Group has visited a number of organisations to hear how they are making a difference within their communities, with regards to enabling wider civil activity. Some of these are reflected below.

A network of 22 **Volunteer Centres** has been established across Ireland to promote volunteerism. Funding was allocated specifically for activities to support volunteering, including funding core costs of the network of 22 volunteer centres across Ireland.

**Castlemilk Community Time Bank**, launched in November 2001, aims to promote community involvement and to rebuild a sense of community spirit in Castlemilk, a large housing scheme in the outskirts of Glasgow. This is done by helping people to exchange skills, services and support. Activities include: gardening, cooking, form filling, decorating, driving and storytelling. It also offers a service for the families of prisoners who are involved in volunteering programmes while in prison. Here we heard that organisations are more likely to be successful if they are run by the community for the community. Castlemilk Community Time Bank feels it owes its success to its bottom up approach.

<http://castlemilktimebank.btck.co.uk/>

**Ballasalla Community House** - this inter-generational community house at Clagh Vane on the Isle of Man encourages social inclusion and civil activity and gives members of the community a place to meet and pass on skills and knowledge. It also offers facilities to organisations in the area as well as providing broadband/laptop access, coffee mornings, drop in sessions and youth services in the evenings. The building was provided by the Department of Social Care but the finance for development came from community businesses and individuals. Prior to the involvement of the Third sector Liaison Officer and Strategy Group those involved were unclear on the way to proceed and the legal entity required. With appropriate advice and support rapid progress was achieved.

[www.malewparish.org](http://www.malewparish.org)

**Boardmatch Ireland** supports the development of the community and voluntary sector by strengthening boards and management committees. Established in 2005 and funded by both State and private sector donations, Boardmatch essentially matches people willing to volunteer their skills at board level to those organisations needing skills on their boards. Equally, though people are often reluctant to commit to voluntary work indefinitely, Boardmatch is a good example of where people can do short periods of volunteering - but have an acceptable exit route when they are ready. Some endorsements include:

- *“Very often, the leaders or decision makers of groups [in the community and voluntary sector] have developed from within the organisation. They will undoubtedly have the enthusiasm, passion and vision required, but they might be lacking the legal experience or the experience in corporate governance or in financial or business management to bring their groups to where they want them to go.”* **Mary Davis, Director of Special Olympics Ireland, at the launch of Boardmatch**
- *As a result of Boardmatch we have secured four excellent Board members. Each brings a different focus and experience to the Board. It was as if a window had been opened and fresh air full of new ideas had blown into the room.* **MRCS, Dublin**
- *I get the opportunity to be involved in the community sector doing something I am good at and enjoy, while they avail of a volunteer who does something useful for them.* **Matched Candidate**

<http://www.boardmatchireland.ie/>

**Faith in Action** (Isle of Man) is a Christian based community group that has been carrying out voluntary projects to help regenerate the Ramsey area of the island. Projects to date have included improvement of land owned by Manx Electric Railway including litter removal, cutting back brambles and ivy and clearing hazardous objects. Other projects have included cleaning and painting neglected buildings in Ramsey town centre, removing rubbish and giving Jurby Church a facelift. Faith in Action have been in discussion with a design consultancy who have been engaged

by the island government to consult with local people and develop a brief for the regeneration of Ramsey.

### **What Governments are Doing**

46. Jurisdictions already have a number of policies either in place or being developed which address this theme. Some of these are reflected below, however, further details on all initiatives can be found at Annex 1.

47. Civil activity operates with or without the approval of governments and reflects the fundamental rights of citizens to organise and co-operate. Governments can create a space for civil activity to take place particularly where the interests of the state and the sector coincide.

48. A good example of this is the Welsh Government's flagship **Communities First Programme** to improve the living conditions and prospects of people in the most disadvantaged communities across Wales. It provides opportunities for people living in areas the Welsh Government term to be disadvantaged, and the agencies that deliver services in those communities, to examine the realities of poverty and to learn and work together to address it. From April 2012 Communities First will be a Community Focussed Programme that will support the Welsh Government's Anti-Poverty agenda. The programme will aim to contribute, alongside other programmes, to narrowing the education/skills, economic and health gaps between our most deprived and more affluent areas.

<http://wales.gov.uk/topics/housingandcommunity/regeneration/communitiesfirst/?jsessionid=YCZgTlqQWGG3LqZy12psPy9MTnJ10FnTTTS6ZJcms492bhLMfGkDw!-1594727076?lang=en>

49. The **Community Organisers Programme** which was launched in 2011 by the UK Government will recruit and train 500 senior community organisers along with a further 4,500 part-time voluntary organisers, over four years. Organisers are dedicated, motivated people who will build trust, respect and networks within

communities. The work of the community organisers will enable people to take action on their own behalf and have the power and confidence to tackle issues which are important to them, rather than wait for the local authority or government to do it for them. It will also enable them to make the most of new local community rights and opportunities to achieve their own aspirations.

50. In Scotland, the **Social Entrepreneurs Fund** is aimed at individuals who want to set up and run a business with a social or environmental purpose. The Fund provides financial and business support to help get new enterprises off the ground. This fund is also helping to support social franchising which is seen as a way to stimulate the market and create more opportunities for social entrepreneurs to replicate existing social enterprises with a proven track record.  
<http://www.scotland.gov.uk/Topics/People/15300/funding/Fund>

51. The Northern Ireland Executive has published its first Volunteering Strategy entitled “**Join in, Get Involved, Build a Better Future**”. This Strategy promotes a vision of volunteering and civil activity where everyone values the vital contribution that volunteers make to community well-being and where everyone has the opportunity to have a meaningful and enjoyable volunteering experience. It will be delivered through a comprehensive investment programme and will make it easier for people to contribute their time and energies for the benefit of the communities in which they live.  
<http://www.dsdni.gov.uk/consultations-join-in-get-involved.htm>

52. In June 2011 the Irish Government reconvened the ‘**Forum on Philanthropy and Fundraising**’ to bring forward proposals to develop a strategy to develop philanthropy and encourage greater active citizenship. The Forum has set out the view that there is an opportunity to substantially increase the level of private sector investment in the third sector by creating a favourable environment for individual and corporate philanthropy in Ireland, and developing fundraising capacity. This would unlock significant funding and help to create new and innovative public private partnerships to address fundamental social and economic challenges, and in addition help to fund voluntary arts and cultural initiatives. Increased investment in

the sector will generate increased employment in local communities, build social capital and support the movement for national reform and national renewal.

53. To attract greater funding from philanthropy and corporate investment it is critical that there is an appropriate infrastructure to facilitate philanthropy and investment, with efficient tax and legal frameworks that encourage giving, proactive and engaged intermediaries and wealth advisors, and appropriate regulation of the third sector that promotes effectiveness, accountability and transparency. The policy drivers recommended by the Forum fall under four overarching themes: A National “Giving Campaign”; Improving the fiscal environment and infrastructure for giving; Developing fundraising capacity among not-for-profits; Creating a National Social Innovation Fund. Funding of the Forum’s recommendations will be on the basis of a public-private partnership between Government and philanthropic organisations.

54. The UK Government's **White Paper on Giving** and its Task Force is looking at the barriers to giving and considering a number of actions that might be taken to remove blocks e.g. insurance issues, and encourage transitioning energy into sustainable longer term activity.

<http://www.cabinetoffice.gov.uk/resource-library/giving-white-paper>

### **Emerging Themes/Conclusions**

55. The Group drew from this that civil activity does not operate in a vacuum. Consequently support in creating an environment and space where opportunities for civil action can happen is an important role that both the third sector and Government can play.

56. Recognising where that space is and what is needed to create opportunities to meet a diverse set of needs seems to us crucial. In particular, it is important for the third sector and Government to understand both what motivates people and what acts as a barrier to civil activity. In the current economic climate there is a danger that the growth of civil engagement will be seen as statutory responsibility being passed to the third sector and of an assumption being made that any vacuum

created by the reduction or withdrawal of statutory services will be filled by the third sector.

57. Consequently an understanding that people connect with each other in different ways and different places, some of these increasingly influenced by the new social media is critical to the third sector and Government supporting civil action and not acting as a barrier. Again recognition of “community” is important and changes in social networks and the potential to engage evolving technology needs to be exploited.

58. Encouraging third sector /civil society organisation to come together through collaboration, consortia working, amalgamations is an important consideration. In addition, the creation of Charity Hubs where information on civil society organisations can be readily obtained should be considered.

59. The Group has seen throughout its study visits that having the right person leading an organisation is vital to its success. The level of dedication and commitment from the key people within each organisation has been obvious and as a result the group recognise the need to try and identify how we can encourage and recreate these behaviours.

60. There is some evidence that volunteers, from all age groups and backgrounds, are increasingly more likely to get involved in civic activism roles such as local councillors, magistrates and school governors. They are also more likely to vote in local and national elections thereby influencing services and helping to deliver them in a way most suited to local need.

61. We have come to understand the civil activity journey as having at least three key elements:

- Promotion
- The impact of macro and local drivers. At a macro level the energy and legacy from set piece events or initiatives e.g. major sporting events. At a local level, bottom up civil activity often in response to particular social issues, the legacy of “adversity”.

- “Ride the wave” and transitioning energy into sustainable longer term activity, which takes us into the area of, for example, how we effectively manage and support volunteering effort.

62. Religion and charities have a long history of joint delivery and many of the earliest charities are offshoots of religious movements. There was evidence to suggest that across the eight Jurisdictions the development of Faith Organisations has been on the increase and that this has lead to increased civil activity by communities in particular on the island communities of Jersey, Guernsey and Isle of Man. It is an interesting point to consider whether it is because island communities are smaller that they lend themselves more easily to this type of community engagement.



## RECOMMENDATIONS

63. The BIC Group have identified four recommendations that have emerged around enabling Civil Activity.

**Recommendation 5** - It is key that Jurisdictions share best practice with other partners about creating an environment for civil leadership and civil behaviours to emerge, particularly at an early stage. As a legacy from the group's work it is proposed to encourage bi-lateral follow up of the approaches the group has been exposed to. In addition, it will open up the current officials UK Volunteering Forum to all the jurisdictions of the BIC.

**Recommendation 6** - Jurisdictions need to continue to work with the third sector on how best to attract people into civil activity, that takes account of the varied ways in which people connect.

**Recommendation 7** - Jurisdictions continue to develop their understanding of the civil activity journey and the transition from energy to activity by getting rid of the barriers/blocks to civil activity and stimulating the key drivers.

**Recommendation 8** - There is a need for Governments to identify how to encourage and recreate the behaviours needed for a success e.g. dedication, commitment and enthusiasm.

## **THEME 3 - HOW WE CAN ENABLE THE THIRD SECTOR TO BECOME PART OF THE MAINSTREAM OF SERVICE DELIVERY?**

### **Definition**

64. In looking at how we enable the third sector to become part of the mainstream of service delivery, the group began by considering elements of service delivery before agreeing the definition should be: “to encourage further innovation in public service delivery, particularly in: joining up services around the citizen, especially those with complex needs; the ways in which citizens help to design and deliver services; and shifting interventions from cure to prevention”.

### **Context and Issues**

65. Within this theme we have looked at what third sector organisations are doing to become part of the mainstream of service delivery and considered some of the policies being adopted across the eight Jurisdictions. In doing so, we have recognised that the third sector has been increasing its role in the delivery of services and that our starting points in each Jurisdiction are varied.

66. It is worth highlighting, that the length of this chapter reflects the high level of work currently underway across the Jurisdictions.

67. Third sector organisations are said to have distinctive features such as:

- specialist knowledge;
- access to the wider community;
- unique methods of involving people in service delivery; and
- are often better placed than the public sector to deliver services to marginalised members of society.

68. As third sector organisations increasingly look to become involved in mainstreaming service delivery they feel they are encountering barriers with the procurement and commissioning processes. The Group has heard from a number of

organisations that the costs, complexity and level of bureaucracy around procurement is causing challenges to the sector e.g. lowering the appetite for risk; reducing the flexibility of the sector; and acting as a deterrent to sector engagement in public service delivery. The report considers these challenges.

69. We also heard that if the third sector gets too involved in the mainstream delivery of services then there is a risk that it removes the accountability of the state for the delivery of those services, or the state will be held accountable for services that they don't deliver. That moreover the third sector should concentrate on delivery of mainstream services in ways that the state cannot. The third sector has the ability to be much more flexible in this regard and the state it is argued should use that flexibility.

70. The sector is not immune to the recent downturn and it is becoming increasingly important for third sector organisations to operate efficiently as possible. Organisations are already looking for opportunities around collaboration and joint working to help to reduce costs and enhance service delivery. Frequently this can be achieved through bringing together back office services thereby increasing the funds available for front line service delivery. In the Isle of Man the changed economic conditions resulted in the creation of a joint Government/third sector working party to examine how efficiencies could be achieved through joint working within the third sector and between the sectors. This has resulted in the outsourcing of back office services such as payroll and procurement by the smaller organisations to their larger peers and in one instance the "adoption" of a small charity with all back office activity being assumed by another at marginal cost leaving the smaller charity to remain viable but independent. Further negotiations of a similar nature are at an advanced stage. Work is also underway to create a "Charity Hub" where third sector organisations can work alongside similar organisations to network, share office space, administration staff, meeting rooms ideas and other facilities. The provision of space created through Government reorganisation to the third sector is also under active consideration. An initiative introduced by the Anglican Church sees the sharing of buildings with the community bodies and Government. A project in the

South of the Island is creating a Community Hub encompassing the work of all sectors on a shared cost effective basis.

71. The sector believes that an effective partnership between the sectors is essential if they are to continue to delivery high quality services.

### **What the Third Sector is Doing**

72. During the last two years the Group has visited a number of organisations to hear how they are making a difference within their communities, with regards to how the third sector can become part of the mainstream in service delivery. Some of these are reflected below and help to demonstrate innovation, flexibility, efficient and quality services, social impact, influential and the ability to act as a conduit to involve the Business Sector.

**Open Door Grimsby** is a health and social care centre in the East Marsh area of Grimsby, which offers a wide range of services under one roof. Its services are aimed at improving quality of life and focuses on meeting the needs of the most marginalised in the community whilst reducing health inequalities. As a third sector primary care service in England, it is not constrained by GP guidelines of 7 minute routine appointments. It is therefore able to offer a more tailored and flexible approach, particularly to people who would find it hard to relate to traditionally organised primary care services. Open Door started with 23 patients with a history of challenging behaviour and now has 850 registered patients, leading to 20,000 footfalls per year. Now a surgery, activity and social centre, its facilities and services include doctors surgery, practice nurse, dental hygienist, hearing clinic, anger group, specialist advice, computer access and cookery lessons.

[www.opendoorcare.co.uk](http://www.opendoorcare.co.uk)

**Action for Children** in Guernsey works with vulnerable, disadvantaged and

neglected young people in relation to housing, drug and alcohol, and young people's services planning. The organisation was established following concerns raised by Youth Concern regarding youth homelessness. Following a pilot in 2000, the organisation secured funding from the States of Guernsey. Since then the organisation has grown in strength and its flexible approach has allowed services to be developed to meet the changing demands of the young people. Its services now include 7 training flats, emergency crash pads and supported accommodation (helping develop young people learn the skills for independent living); a drop in centre; advice, support, advocacy and mediation; life skills sessions; money skills programme; job club; and personal development programme. In addition specialist services covering alcohol and drug abuse and sexual health are also available.

[www.actionforchildren.org.uk](http://www.actionforchildren.org.uk)

The **Guernsey Disability Alliance** brings together over 30 local charities and voluntary organisations that support islanders with a wide variety of impairments. **Mind (Guernsey)** is concerned with the needs and rights of the mentally ill and their families, and aims to help people to better understand mental illness. Both have been highly successful in bringing different parties together to influence the future development of disability and mental health services on the Island. Both organisations highlighted the difficulties in balancing their work between a service delivery role and a lobbying/representative role.

<http://www.disabilityalliance.org.gg/about-gda/>

<http://guernseymind.org.gg/content/about-guernsey-mind>

**Haven Products Ltd** – is a social enterprise firm creating and sustaining meaningful employment and development opportunities for disabled people through commercial trading. Haven offers services and solutions to companies looking to outsource their production processes working with clients ranging from local companies to international blue chip firms. This includes packaging and assembly services for The Edrington Group and John Dewars and Sons Limited. In Scotland, a three year pilot on Social Return on Investment (SROI) has been completed with (SROI)

increasingly becoming part of the mainstream. Haven Products Limited, took part in the SROI pilot working in partnership with Registers of Scotland (a Government body responsible for compiling and maintaining registers relating to property and other legal documents). The pilot aimed to extend Haven Products innovative Complementary Workforce model to working in partnership with Registers of Scotland. The pilot offered employment and development opportunities for disabled people within Registers of Scotland and aimed to fill 10% of Registers of Scotland's flexible resourcing with associates from Haven. The outcomes of this pilot were significant and include: improved quality of life; more positive about life; improved physical, mental health and fitness; improved social networks and decreased feeling of social isolation; gaining employment; and savings in benefit payments. The value was calculated as giving a social return of £9.93 for every £1 invested in the pilot.

[www.scotland.gov.uk/Topics/People/15300/enterprising-organisation/PSPGuidance2011/Q/EditMode/on/ForceUpdate/on](http://www.scotland.gov.uk/Topics/People/15300/enterprising-organisation/PSPGuidance2011/Q/EditMode/on/ForceUpdate/on)

The **Bryson Charitable Group** is one of the largest social economy enterprises helping people in Northern Ireland to enjoy a better quality of life through programmes for children and youth to services for the elderly. The Bryson Charitable Trust are also serious about protecting the environment and have created a number of projects and services to reduce their negative impact. This includes leading-edge Recycling Services, an Energy Efficiency Advice Centre and a range of education programmes to help young people understand their relationship. It has been very active in recent months in lobbying Ministers to rebalance the local economy by creating additional opportunities for social economy enterprises to bid for delivery of mainstream services.

[http://www.brysongroup.org/index.php?option=com\\_frontpage&Itemid=1](http://www.brysongroup.org/index.php?option=com_frontpage&Itemid=1)

### **What Governments are Doing**

73. Jurisdictions already have a number of policies either in place or being developed which address this theme. Some of these are reflected below, however, further details on all initiatives can be found at Annex 1.

74. In Jersey, the **Strategic Plan** recognises that the third sector can deliver services equally as well as the States, if not better, and benefits from a local perspective even in a small island like Jersey. The **Comprehensive Spending Review** (CSR) also identifies duplication of services between States and the third sector, and seeks to drive out inefficiencies without adversely affecting services.

75. Scotland has developed a **Public Social Partnership (PSP)** model which involves a partnership between public bodies and third sector organisations which typically has three stages:

- joint design of services alongside service users;
- pilot delivery of the service through third sector partners; and
- if pilot successful in meeting social needs then it can be competitively procured for longer term delivery.

Innovative funding can be introduced at the piloting stage. The PSP model has great potential to benefit the third sector and the public sector in Scotland, and to improve outcomes for service users, clients and communities. Public-Social Partnerships guidance has been published. The guidance follows support for 10 pilot Public Social Partnerships across Scotland with a range of focus including; social care, criminal justice and culture, community transport; children and families, employability and waste management.

<http://www.scotland.gov.uk/Topics/People/15300/enterprising-organisation/PSPGuidance2011/Q/EditMode/on/ForceUpdate/on>

76. In Scotland, there has also been considerable work leading to a greater awareness of **Community Benefits Clauses** which are well established in Commonwealth Games contracts. Community Benefit Clauses ensure the wider social outcomes delivered by the third sector are taken into account during the procurement process. This offers the third sector real opportunities to demonstrate the added value brought when delivering contracts.

77. In November 2011, Scottish Government awarded a contract to **Developing Markets for Third Sector Providers**. The contract assist the public sector commissioning and procurement community across Scotland to:-

- increase understanding of third sector suppliers and to open markets and provide wider opportunities;
- strengthen understanding and application of social and economic benefits in procurement (in particular use of appropriate Community Benefit clauses);
- make use of co-production (in particular application of Public-Social partnerships) in the design and shaping of services, and;
- examine approaches to impact measurement.

78. Both the UK Government and Scottish Government funded projects, which have raised awareness around social impact and built consensus on **Social Return on Investment** (SROI) - a principles-based methodology, which helps to demonstrate the value of the social and environmental change that an organisation makes, from the perspective of those changed. It is a mix of narrative, qualitative and financial measures and provides for a financial proxy of this change which can be understood alongside traditional financial costs.

79. In addition, the UK Government is supporting the **Inspiring Impact Programme**, which is looking to accelerate the uptake of impact measurement across the UK social sector over the next decade - [www.philanthropycapital.org/publications/improving\\_the\\_sector/improving\\_charities/inspiring\\_impact.aspx](http://www.philanthropycapital.org/publications/improving_the_sector/improving_charities/inspiring_impact.aspx)

80. In the Isle of Man, Government policy acknowledges and reflects the need to ensure that the third sector is at the heart of mainstream service delivery. Third sector are now routinely consulted and involved as equal partners in strategy and service planning. The **Third sector/Government Liaison Group** is heavily involved in the development of social policy e.g. working groups consider the effects of an aging population, mentoring for young people moving into adulthood, communities, the 18-65 age group and social responsibility which will inform future development.



81. In Jersey, the bottom up approach is being preferred to the top down approach. Some initiatives are currently being considered at a political level to enhance and develop the co-ordination between individual organisations, third sector representative groups and Government e.g. Children and Young People: A Strategic Framework for Jersey.

<http://www.gov.je/Government/Pages/StatesReports.aspx?ReportID=668>

82. Wales acknowledges that the third sector can also improve public services by being involved in their design, commissioning and evaluation. Groups set up by, or involving people who use public services should play an active part in shaping improvements to those services. They should be able to do this in ways that do not prejudice opportunities for the third sector to deliver improved services. The **County Voluntary Councils** (CVCs) play an important facilitating role in ensuring that a constructive dialogue takes place with the wider third sector and citizens locally. The Welsh Government is working with partners to ensure that the third sector can fully participate in Local Service Boards, Community Strategies and Spatial Plan Groups.

83. In Wales, public service procurement rules and practices have been identified as barriers which may prevent third sector organisations competing successfully for contracts. The Welsh Government is pursuing a range of initiatives including raising the third sector's profile with procurers via Value Wales, helping the sector take better advantage of tender opportunities, and identifying how organisations can work together to increase efficiency, such as by sharing 'back-office' services. Value Wales published "**Procurement and the Third sector: Guidance for the Public Sector in Wales**" which outlines good practice in the procurement of services from the third sector.

(<http://wales.gov.uk/topics/improving services/better vfm/publications/opening doors/?lang=en>)

84. In Northern Ireland the Department of Finance & Personnel has published new guidance to help **Social Economy Enterprises** increase their knowledge and

understanding of public sector procurement and, in so doing, to help them to develop their capability to compete successfully for public sector contracts.

<http://www.dfpni.gov.uk/index/procurement-2/cpd/cpd-policy-and-legislation/content - cpd - policy - procurement guidance notes/guidance-note-02-11/pgn-02-11-helping-small-and-medium-sized-enterprises-access-public-revised-august-2011.pdf>

85. In England, the world's first **Social Impact Bond** was established in Peterborough in 2010, with the goal of reducing re-offending among ex-prisoners. Services are being delivered by third sector organisation, with the outcomes risk being borne by third party investors.

86. In Scotland the introduction of the **Community Right to Buy** allows communities with a population of less than 10,000 in Scotland to apply to register an interest in land and the opportunity to buy that land when it comes up for sale.

87. In Northern Ireland, **Development Trusts NI** has been established to take forward work on asset transfer. This organisation has recently secured funding from the Building Change Trust to scope the work already done in other Jurisdictions and to work with officials in the Northern Ireland Government to explore how an asset transfer policy can be developed and implemented. Some pilot projects have been identified to test this new policy. The Government has also published a Programme for Government commitment to develop and implement a new policy framework for Community Asset Transfer in Northern Ireland.

88. In Ireland, Government has sought to encourage long-term sustainability for community development initiatives through improved alignment of local development functions with those of Local Government, and a high level **Alignment Steering Group** was established in 2011 to advise Government accordingly. A range of proposals are currently being developed and it is envisaged that Local Government, with its democratic mandate, will work in partnership with effective local development structures to deliver more efficient and sustainable services. The process will build on the work of the County Development Boards, which were established with the aim

of bringing the benefits of social partnership to a local level. Along with members from county and city councils, state agencies, local development agencies, these include members from the 'social partners', including third sector organisations. There are now 34 City and County Development Boards in the country and 34 Community & Voluntary Fora have been established to represent the views of grassroots community organisations.

89. In November 2011 the Wales Council for Voluntary Action will launch a new Community Investment and Invest to Serve Fund. The Funds supported by £1m investment from the Welsh Government aim to provide access to finance for third sector organisations seeking to grow, with the Invest to Serve Fund specialising in providing funds for those organisations seeking to win contracts to deliver public services.

90. Big Lottery has provided funding for the £1million **Collaboration NI project** in Northern Ireland to support third sector organisations to collaborate more effectively. The Collaboration NI project, supported by the Building Change Trust and the Department for Social Development, will engage the sector in the debate around the need for collaborative approaches. It will do this by providing the sector with a wide range of resources in all aspects of collaborative working, from partnership through to merger.

### **Emerging Themes/Conclusions**

91. The Group drew from this that the strongest issue emerging from this theme, which we heard time and time again, is that the sector has evidence of preventative approaches that work with individuals and groups with the most complex and seemingly intractable social problems.

92. The evidence we have seen from the work on the ground demonstrates the sector is exceptionally well placed to deliver innovative and responsive services to meet these needs and should be encouraged to do so by Government. However, existing approaches to tendering and commissioning services often act as a barrier

to these approaches becoming part of the service mainstream. In particular, the tension of balancing immediate cost issues against longer term community benefits.

93. There is a strong argument for an increased focus on more “intelligent” ways of funding, including a mechanism for measuring impact across government rather than an individual departments. The group was made aware of developments in this area during its evidence gathering, such as the Public Social Partnership and Social Impact Bond models.

94. There is clear evidence of a welcome renewed focus on collaboration and the need to share services and reduce costs across third sector organisations. We recognise that this could be viewed in some cases as a challenge to organisational independence but it is also an opportunity to improve service delivery and overall effectiveness. Government should encourage development of this work and provide resources to facilitate real change.

95. BIC group noted across the Jurisdictions that the advantages of co-production approaches with the third sector could be further recognised and exploited.

96. The issue of consulting more effectively with service users rather than gatekeepers when developing policy was highlighted.

## RECOMMENDATIONS

97. The BIC Group have come up with a number of recommendations to reflect its shared learning around this theme.

**Recommendation 9** - Jurisdictions should consider more intelligent commissioning and addressing the barriers faced by third sector organisations in the procurement process. Jurisdictions, that have not already done so, may wish to review procurement practices to assist the third sector in competing for delivering public service contracts.

**Recommendation 10** - Jurisdictions should consider both the commissioning and procurement of services and use the most appropriate method. These should provide an overarching level of transparency. Jurisdictions may wish to consider piloting the delivery of services through third sector partners and, if successful in meeting social needs, then it can be competitively procured for the longer term.

**Recommendation 11** - When procuring services, Jurisdictions should consider incorporating social benefit clauses and impact measurement and providing guidance on the use of these.

**Recommendation 12** - Genuinely opening up markets needs a better understanding by the statutory sector of the potential contribution of the third sector, and by the third sector of the needs of commissioners and planners.

**Recommendation 13** - Jurisdictions should consider how best to harness and utilise the knowledge and expertise of the third sector in working across boundaries and responding to needs holistically, in respect of preventative interventions.

## FUTURE THEMES

98. Throughout discussions with the sector, the Group has found that the third sector plays a key role with regards to preventative approaches that work with individuals and groups with the most complex and seemingly intractable social problems. There are immense demographic and economic challenges facing jurisdictions, particularly in relation to older and younger people as highlighted in the Christie Report in Scotland. The third sector has the ability to work across boundaries and to contribute holistically to a number of agendas.

<http://www.scotland.gov.uk/Publications/2011/06/27154527/0> .

99. The current and previous studies in this social inclusion theme have considered the contribution of the third sector to social inclusion. Earlier studies considered:

- financial inclusion;
- disability and access to employment, education and training; and
- child poverty with a focus on lone parents.

100. Ministers are recommended to consider the following proposals for future themes for the social inclusion strand of the British Irish Council:

- All jurisdictions are experiencing an increasingly ageing population which bring with it considerable benefits but also some challenges concerned with provision of services and social inclusion. It is suggested that each jurisdiction shares its current policies and approaches which explicitly address the potential of early **preventative spend**, citing examples and comparing how real value can actually be determined.
- **Sports legacy.** Many jurisdictions have recent experience of large-scale sporting and/or cultural events. The justification for public funding of such events is often based on the understanding that there will be a legacy of greater social inclusion than was the case prior to the event. It is suggested that each jurisdiction might be able to share the learning from recent events and if necessary look specifically

at commissioning work that addresses the issue of some form of social inclusion as part of the overall legacy of such events.

- All jurisdictions recognise that investments made by the public purse lead to social as well as economic impacts. There are a variety of funding **models and measures of social impact** though few have comprehensively taken root. It is consequently timely for jurisdictions to consider how best to measure social impact based on the evidence to date identifying, where possible where measures are or are not appropriate. This might conceivably lend itself to a manual for the introduction of such measures drawing upon experience from across the jurisdictions and an effective training program for wider take-up.

## ANNEX 1

### CURRENT APPROACHES IN JURISDICTIONS TO MEET MINISTERS KEY OBJECTIVES

#### Background to the size and scope of the Sector

The following represents a summary of the size and scope of the sector in each administration as it stands currently.

##### Wales

- There are at least 31,000 third sector organisations in Wales.
- Over 27,000 have a primarily local focus and rely entirely on volunteers.
- More than 1.13 Million people volunteer or 'help out' in the community – 147 Million hours of voluntary effort is given in a year - worth £1.6 billion.
- 230,000 trustees or governance posts in third sector organisations
- 51,000 paid posts in the third sector, equivalent to 2.6 per cent of all employees in Wales.
- Combining the income of the third sector with the value of time given by volunteers is equivalent to 7% of the GDP of Wales.
- The time given by volunteers has an estimated value of £1.6 billion.
- Nearly 50% of third sector income comes directly from the public, with funding from business and the National Lottery increasing, with an overall income of over £1.6 billion in 2008-09 (from the public sector in the form of grants or contracts, from trading and self generated income, and from the general public through gifts or legacies).
- Social enterprises in Wales generate a total of £2.2 billion, this includes a mix of large and small organisations as Glas Cymru (Welsh Water) and agricultural and food cooperatives.

*'Third sector Statistical Resource 2010' Wales Council for Voluntary Action (WCVA)*

##### Scotland

There is an estimated 45,000 organisations in the third sector within Scotland. A large proportion are arts and sports organisations, but in that part of the sector that is regulated e.g. charities, housing associations and care, the organisations involved in social care and development are much more dominant (source Scottish Council for



### Voluntary Organisations (SCVO).

Of the estimated 45,000 organisations, 23,303 are registered charities. The sector as a whole had an estimated £4.4bn turnover in 2008/09, employing an estimated 137,000 paid staff, equivalent to 5% of Scottish workforce, and supported by an estimated 1.2 million volunteers (source SCVO). The turnover of the main third sector increased by 7.3% in 2008/09.

The Care Commission in Scotland provided figures to the Scottish Parliament's Local Government and Communities Committee meeting in June 2009, showing that 89-92% of voluntary sector care at home services receive only high grading (4s, 5s and 6s) whereas this is achieved by only 65-72% of services operated by local authorities and the private sector.

### Guernsey

The March 2010 BIC report explained that many charities and non profit organisations in Guernsey are required to apply to the Director of Income Tax to be registered. However, not all are required to register by law if their income/assets are below certain limits. As at 23 December 2009 there were 299 charities and 106 other Not for Profit Organisations (NPO) registered. The Association of Guernsey Charities also holds a register of members, although joining the Association is optional. During the summer of 2010 work was undertaken to cross check both these registers with one another. This further work suggests that as at July 2010 there were at least 333 charities and 127 other NPOs in the Island and on one or both of these registers.

### Isle of Man

The Isle of Man with a population shown in the 2006 interim census as 80,100 has an active and diverse third sector which contributes significantly to the Island's rich Social Capital base through volunteering and civil action across the community. The main thrust of charitable and voluntary organisations on the Island is to improve people's standard of living. This often goes beyond the quantifiable benefits and adds significant value to the economy. In fact without such voluntary services and charitable organisations the Isle of Man Government would have a much heavier burden of social responsibility which would be a direct proportionate burden on the economic stability of the economy. Third sector activity is therefore often focussed

on the neediest and marginalised members of society, including the elderly, the disabled, vulnerable children and the homeless.

It is also becoming increasingly recognised that a Third sector with negligible centralised costs can help the Government achieve various policies by providing a more cohesive and proactive method of delivery of services. With specialist resources and access too many of the neediest in the community (that the Government may not have access to) the sector may provide value added services. Government and the third sector have a shared common goal to support all in the community to achieve their maximum potential and enjoy a good quality of life; to achieve social inclusion and to deliver ever increasing and diversifying services at a cost effective price without diluting quality.

- Headlines: Registered charities – 1,100 Voluntary and Community Groups – in excess of 600
- Expenditure within the local community by sector in excess of £82 million p.a. £20m or 25% (£20m) of which comes from Government with £62 m generated from public and charitable sources
- 50% of income generated by 5% of sector. i.e. a few organisations with major government contracts or fund raising capacity.
- In excess of 7,000 volunteers – 8.75% of population

Approx. 900 employees within sector – 2.25% of working population.

## **Jersey**

Like other small island jurisdictions, the concept of voluntary and honorary service is embedded in the traditions and culture of Jersey.

The range of services and advice offered by the third sector in Jersey is very wide, dealing with very local issues on the one hand and integral branches of much larger organisations seen in the UK on the other. The sector locally has its own organisation, the Association of Jersey Charities which is primarily a grant distribution body. Currently the Association has 266 registered members.

Although there is little hard evidence about the size and economic value of the third sector in Jersey, participation in voluntary activities by residents has been estimated in the Jersey Annual Social Survey (JASS). In 2006 it was estimated that 24% of

people undertook some voluntary work and in 2008 this figure increased to 30%. Additionally about 25% of the population suggest that they provide some level of care for somebody in the home. The States of Jersey directly contributes over £30m a year to the third sector.

Whilst there is no formal relationship between the States of Jersey and the sector, positive developments are being made via increasing engagement, for example, Third sector forums have been set up for children's issues and emergency planning with others set to develop in the future.

### **Northern Ireland**

It is estimated that there are approximately 5,000 voluntary and community sector organisations in Northern Ireland. It is recognised as a diverse and vibrant sector which has evolved to meet significant community challenges and as a result of funding interventions from the European Union.

Since the re-introduction of devolved government in Northern Ireland, the voluntary and community sector has become an increasingly important partner in addressing many of the problems facing the region in a post conflict environment. Indeed the voluntary and community sector can lay genuine claim to having helped shape many of the policies designed to make Northern Ireland a more equitable and trusting society. There remain many challenges for the sector to face including facing up to a changing funding environment and moving from a grant dominated model of funding towards a model which places the delivery of services at its core.

Set against the changing funding environment and the wider economic difficulties, it is clear that the voluntary and community sector is in a transitional period in its development. The sector will continue to play a vital role in society in Northern Ireland, however it will be required to make changes in how it. Individually and collectively, deals with the challenges and opportunities that it will face during such a period of instability and change.

### **Republic of Ireland**

There are an estimated 25,000 Third sector organisations in Ireland, 12,000 of which

would be considered economically significant. With the enactment of the Charities Bill in 2009, a Register of charities is currently being created in Ireland, and at present 7,800 organisations are eligible for charitable tax relief. 8,000 Third sector organisations also trade as companies limited by guarantee.

The total reported income of the Third sector in 2009 was €5.75bn, with reported assets amounting to €3.4bn. Total reported employee numbers within the sector amount to 101,000. In addition, over 90,000 people serve on a voluntary basis on the Boards of Irish Third sector organisations.

Dependence by the third sector on state funding is relatively high, with the sector on average receiving 60% of its funding from State sources. The philanthropic sector is underdeveloped in Ireland, with only about 30 active grant-making foundations. With 0.7 charitable foundations per 100,000 inhabitants, the number of Irish foundations lags far behind the European average of about 20.

The field of health receives almost half of all state funding to the sector, while social services receive over one fifth. Education receives 13% and the field of development and housing receives 6%. Civil rights and advocacy, arts, culture and heritage, international NGO's and sports and recreation fields receive over 2% each.

In the current challenging fiscal climate, the objective of Government is secure long-term sustainability for community development initiatives through improved alignment of local development functions with those of Local Government, and a high level Alignment Steering Group has recently been appointed to advise Government accordingly. It is envisaged that Local Government, with its democratic mandate, will work in partnership with effective local development structures to deliver more efficient and sustainable services.

**UK Government (covering England – Population: 51,446,200 (Mid year estimate, August 2009))**

In 2007/08 there were approximately 139,000 registered general charities in England, with a combined income of £31bn. A significant proportion of income to UK charities is from the public sector, estimated at £12.8bn in 2007/08. This represents

a £4.8bn increase since 2000/01. Typically, smaller third sector organisations rely on donations and grants whilst medium and large charities increasingly earn income from public service contracts. The very largest rely on donations, legacies, surpluses from trading and contracts and statutory sources. Income from individuals was the UK sector's most important source in 2007/08, totalling £13.1bn, an increase of £3.7 bn since 2000/01.

The sector is characterised by small voluntary and community groups; 53% registered general charities in England have a turnover of under £10,000pa. Registered charities represent a small proportion of the overall sector. It is estimated that there are a further 600,000 or so informal community organisations in the UK. There are no estimates for the income of this larger cohort but if each is assumed to turnover £1,000pa this could be in the region of £600m.

In 2010 there were 765,000 FTE staff employed by the third sector in the UK. In 2007, 43% of senior managers were women, compared to 22% in the wider workforce. 39% of the sectors workforce work part-time. There are an estimated 68,000 social enterprises in the UK, employing over 900,000 staff. The proportion of the population volunteering has remained stable at c25%.

## Statistical summary information table (SO means sector organisation)

### Wales

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
9006 main charities (760 subsidiary charities)*	30,000+**	£982 million*	1.5 million*	51%	46000**	3%

\* From A Snapshot of Charities in Wales published by Charity Commission 2009

\*\* "Third sector in Statistical Resource 2011 - WCVA

### Scotland

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
23,303*	45,000	£4.4bn**	1.2m	28%	137,000***	5.3%***

Source: Scottish Council for Voluntary Organisations (SCVO)

\* Source: Office of the Scottish Charity Regulator (OSCR)

\*\* £91m was provided by Government over three years, 2008-2011 and a further £24m is being provided during 2011/12; this doesn't include other direct Government funding across thematic areas e.g. education, health, or local government funding to Third sector Organisations. Also SCVO estimate up to £4.4bn.

\*\*\* This equates to 93,000 FTE

\*\*\*\* Proportion of total working age population, 2007

### Guernsey

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
333**	333+127**				274* (non profit)	0.9%*

\*March 2008

\*\* July 2010

### Isle of Man

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
1100	600+	£62,000,000 +	7000+	8.75%	900	2.25%

### Jersey

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
266				30		

### Northern Ireland

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
10,000 (Estimate)	5,000	£570 m	87,723	21%	26,737	3.7%

### Republic of Ireland

Number of Reg. Charities	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
7,800*	25000	€5.75 billion.	600,000	16-18%	101,000	5.5

\*organisations eligible for charitable tax relief in 2011. Source: Revenue Commissioners

\*\* 2009 figure. Source: Irish Information Exchange Network (INKEx)

### UK Government

Number of Reg. Charities (England)	Total SOs	Income generated by sector	Number of volunteers	% of pop that volunteer	Number of SO employees	% employed in SOs
139,000	68,000 Social Enterprises (UK) 171,000 charities (UK) Approx. 600,000 community organisations	£35.5bn by charities		25	765,000 FTE (UK)	



## Government Arrangements

The following represents a summary of the current arrangements within each Jurisdiction to meet the three objectives set by Ministers.

### Theme 1 - How the third sector working together can make communities more sustainable and socially cohesive

Wales	
Policy Drivers	<ul style="list-style-type: none"> <li>• The Third Dimension – The Welsh Government believes there is a strong case for viewing third sector bodies as a distinctive sector - one that makes a huge contribution to the social, economic, cultural and environmental well-being of Wales. Its breadth is recognised in clause 2.1 of our statutory Voluntary Sector Scheme in which the sector is described as including “voluntary organisations, community groups, volunteers, self-help groups, community co-operatives and enterprises, religious organisations and other not for profit organisations of benefit to communities and people in Wales”.</li> <li>• The Social Enterprise Strategy -The Welsh Government's vision is of dynamic and sustainable social enterprises strengthening an inclusive and growing economy.</li> <li>• Communities First Programme - exists to provide people in the most disadvantaged areas of Wales with opportunities to play an active role in shaping the future of their community in terms of living conditions and prospects for people. Evidence is currently being gathered to inform a new phase in the Communities First programme from April 2012.</li> <li>• The Community Facility and Activities Programme - (CFAP) is an all Wales capital grant scheme open to community and voluntary organisations. It provides funding for the provision</li> </ul>

	of facilities within communities and for activities engaging local people which will help promote the regeneration of communities.
Funding	<ul style="list-style-type: none"> <li>• The Welsh Government's capital funding over a 3 year period will assist in the creation of opportunities for third sector organisations to engage in the management or ownership of community assets and related development opportunities.</li> <li>• Social Enterprise Support Project administered by the Wales Co-operative Centre, provides advice and support for those starting up a social enterprise, through a mentoring service, training, and signposting to other sources of help (£8 Million EU Structural Funds/ Matched funding Welsh Government).</li> <li>• The Wales Council for Voluntary Action (WCVA) are opening a £2 Million Community Investment Fund which will provide small grants and loans to social enterprises throughout Convergence area in Wales.</li> <li>• The Welsh Government has provided £1 Million in match funding for this project (£200k in 2011-12).</li> <li>• Each Communities First area has a Partnership which brings together the local community together with representatives from the local statutory, voluntary and private sectors. There are 151 Partnerships in all parts of Wales (£45 Million). The Communities First Trust Fund (CFTF) aims to support any type of activity that involves local people, through small community organisations, that benefits their community (£3.5 Million).</li> <li>• Since its launch, 810 community projects across Wales have received funding totalling around £88.5 Million through CFAP. Bidding rounds are currently held twice a year in April and October with a maximum grant of £300,000.</li> </ul>
Infrastructure	The organisations that make up the voluntary sector infrastructure

Support	<p>are:</p> <ul style="list-style-type: none"> <li>• Wales Council for Voluntary Action (WCVA)</li> <li>• County Voluntary Councils (CVCs) working in each local authority area</li> <li>• Volunteer Centres working in each local authority area</li> </ul>
Partnership Arrangements	Each Communities First area has a Partnership which brings together the local community together with representatives from the local statutory, voluntary and private sectors.

Scotland	
Policy Drivers	<p><b>Third sector</b></p> <p>Building on the foundations laid by the Enterprising Third sector Action Plan (2008-11), the spending review will take forward in 2012/13:</p> <ul style="list-style-type: none"> <li>• provide strategic support to encourage effective engagement between third sector and Community Planning Partnerships;</li> <li>• provide business development support that delivers third sector growth, skills development and opening public sector markets;</li> <li>• direct investment in enterprising third sector organisations and the development of new finance models; and</li> <li>• work across the Scottish Government to identify and exploit opportunities for third sector engagement and to increase the role of the third sector in the transformation of public service delivery.</li> </ul> <p><b>Prevention and the Christie Commission</b></p> <p>The Christie Commission has highlighted the need for urgent solutions to ensure that in the current climate of fiscal restraint, vulnerable groups and individuals are not left behind. It is clear that greater collaboration both between public bodies, but also crucially between the public and the third sectors will be necessary, as we</p>

	<p>go forward to deliver our focus on preventative spend.</p> <p>There is a growing body of evidence which demonstrates that spending on prevention can deliver better solutions and outcomes for individuals and avert future costs on the public sector. This starts with a focus on the first few years of life, where we know that a good start will bear dividends for a lifetime, to shifting the balance of care to enable older people to remain at home, to our work to reduce offending and reoffending.</p> <p>The Scottish Government will be taking this work to the next stage, and has identified significant funding to support a transition across public services away from dealing with the symptoms of disadvantage and inequality towards tackling their root causes. The third sector has a crucial role to play in delivery, because of its specialist expertise, its ability to engage with vulnerable groups and its flexible and innovative approach.</p> <p><b>Communities</b></p> <p>The Scottish Government is committed to our communities being supported to do things for themselves - community empowerment - and to people having their voices heard in the planning and delivery of services - community engagement.</p> <p>The Community Empowerment Action Plan, jointly developed with COSLA and colleagues in the third sector and announced in March 2009, encourages people in both rural and urban areas to participate in the running of their neighbourhoods. The action plan provides clarity on what community empowerment is, why it is important and how communities can get involved.</p> <p>In regeneration, we are engaging with key stakeholders to ensure that our new regeneration strategy will deliver a long term sustainable approach to improving the wellbeing of all our communities. We will provide the leadership and direction needed to enable key players at national and local level to respond to and address the decline in our cities, towns and communities. A key part of the strategy will consider how our funding streams can best</p>
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	<p>support this work. We will also look towards innovative funding models which can further augment this.</p> <p><b>Equalities</b></p> <p>The spending review will take forward in 2012/13 increasing the capacity of communities and the engagement of equality groups with mainstream providers and public institutions so that they can contribute to shaping policy and service delivery.</p>
Funding	<p><b>Third sector</b></p> <p>Through the Enterprising Third sector Action Plan (2009-11) which offered direct support of £91m, the Scottish Government delivered a fairly complex programme of support designed to open markets and support the sector to be more effective and better able to tender for and win contracts.</p> <p>The main third sector budget was increased by 16% to £24m a year from April 2011, reflecting the importance of the sector to the success of Scotland.</p> <p>As part of this budget on July 18 we launched the £3 million Just Enterprise business development support programme. This complements the services available through Business Gateway and the enterprise agencies to provide tailored business support for enterprising third sector organisations. The programme works alongside the £6 million Enterprise Growth Fund aimed at helping third sector organisations grow sustainably.</p> <p>The Scottish Investment Fund, which was due to end in March 2011 was continued for a further year with £3m, taking total investment in the fund to £31.8m, beyond the original commitment of £30m.</p> <p>In 2011/12 a further £76m was invested which will put the third sector at the heart of doing things different. This includes the £70m Change Fund to better support people in their own home; the £5m Early Intervention Fund to support children and young people; and £1m increase in funding for the Climate Challenge Fund.</p> <p>Over the period of the spending review (2012/15) £24.5m per year</p>

	<p>will be invested in the core third sector budget, including £1m for the Reducing Re-offending Change Fund.</p> <p><b>Prevention and the Christie Commission</b></p> <p>As part of this approach, we are introducing three new funds to support preventative spending:</p> <ul style="list-style-type: none"> <li>• a continuation of the Change Fund for older people's services. The fund currently amounts to £70 million within the NHS budget for 2011-12. This will increase to £80m/£80m/£70m within NHS budgets, supplemented by funding from local authority partners.</li> <li>• an Early Years and Early Intervention Change Fund, to be overseen by the Early Years Taskforce, aimed at using evidence-based interventions to give our children the best start in life. The resourcing of this fund will be provided by NHS Boards and local authorities, working together to agree their local contributions and achieve maximum impact and value for money. As a central contribution to this, the Scottish Government will provide £50 million of resource over the parliamentary term through the Sure Start Fund component of the Scottish Futures Fund.</li> <li>• a Reducing Reoffending Change Fund, focusing on preventative spend, will be created to bolster those interventions that we know can reduce reoffending. This work will take account of the particular contribution that can be made by third sector service providers.</li> </ul> <p>Taken together, these funds provide over £500 million of investment in prevention, in which the third sector will have a key role.</p> <p><b>Communities</b></p> <p>In 2012-13 to 2014-15 we will use the £50m Scottish Joint European Support for Sustainable Investment in City Areas (JESSICA) Fund to target sustainable investment in the most</p>
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	<p>disadvantaged areas and then recycle gains into further projects in the future.</p> <p>Concessionary Fares and Bus Services - £192 m for each of the years of the spending review to provide support for the development and delivery of concessionary travel schemes for older, disabled and young people.</p> <p><b>Equalities</b></p> <p>The spending review has allocated £20.3m over each year of the spending review towards the promotion of equalities. In 2011/12 £16.4 m was provided to the third sector to support work on equalities.</p>
Infrastructure Support	<p><b>Third sector</b></p> <ul style="list-style-type: none"> <li>• We have created – and will continue to invest in – the network of third sector interfaces which provide support for the third sector locally, support volunteering and ensure that the third sector is represented on each Community Planning Partnership.</li> <li>• We provide support for third sector national infrastructure bodies.</li> <li>• In July we launched the Just Enterprise programme of business development support. This is aimed at providing the support that third sector organisations need to succeed as effective businesses capable of growing and delivering more services.</li> <li>• The Just Enterprise programme is complementary to the £6 million Enterprise Growth Fund – which we launched on the same day – which will provide funding to those third sector organisations delivering real social benefit which are moving towards financial sustainability.</li> <li>• In July 2011 we also published guidance on forming and developing public-social partnerships as a means of using the expertise of the third sector to inform the design and</li> </ul>

	<p>delivery of public services.</p> <ul style="list-style-type: none"> <li>The Developing Markets for Third Sector Providers contract is working with the public sector to look at how the third sector can have an enhanced role in the design and delivery of public services through such mechanisms as public-social partnerships and the increased use of community benefit clauses.</li> </ul> <p><b>Communities</b></p> <p>In 2009, the Scottish Government funded the Development Trust Association Scotland (DTAS) for two years to carry out a programme of work supporting communities to own assets. The first part of this work, Public Asset Transfer: Empowering Communities, which looks at current practice across Scotland in relation to asset transfer, is now available. Eight demonstration projects have been identified and meetings have taken place to establish how they will go forward.</p> <p><b>Equalities</b></p> <p>In 2011/12 £16.4 m supported a diverse range of third sector work on equalities.</p>
Partnership Arrangements	<ul style="list-style-type: none"> <li>At a local level the relationship between local government and the third sector is extremely important given the role of the third sector in Community Planning Partnerships and developing Single Outcome Agreements. The <b>Joint Statement</b> on the relationship at local level between government and the third sector outlines the key principles which inform this relationship.</li> <li>We are exploring with our third sector intermediary organisations ways to improve strategic engagement with the sector. This is likely to involve the development of new national strategic arrangements. There is regular direct discussion between Ministers and the third sector, including around the recent Spending Review.</li> </ul>



	<ul style="list-style-type: none"> <li>• From April 2011 we are no longer funding councils for voluntary service, volunteer centres and social enterprise networks. These have been replaced by 32 single <b>third sector interfaces</b> which support volunteering, voluntary organisations and social enterprise and connect the third sector's skills and expertise to the Community Planning Partnerships (CPP), to enable the third sector to be fully involved in the delivery of the single outcome agreement by each CPP.</li> <li>• Scottish Government Health and Social Care Directorates have been working jointly with third sector representatives in a strategic review of engagement with the third sector, jointly chaired by the Scottish Government and Third sector.</li> <li>• The third sector are represented on and provide the Chair for the Scottish Government's Getting It Right for Every Child strategic board.</li> </ul>
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<b>Guernsey</b>	
Policy Drivers	Guernsey's social policy plan sets out the Island's objectives for social policy and key projects that are being progressed in order that these objectives can be met. One of these projects refers to working with a community based organisation that has commissioned a piece of work which evaluates the role the charitable sector plays in social policy provision in the island. The research looks at the shape of the sector, what role it plays in social policy, how this might be improved and how government and the third sector can work most effectively to achieve more. In the current financial climate this is especially important.
Funding	Currently different States of Guernsey departments provide grants to, or contract with, different third sector organisations. Historically this has been on an ad hoc or project by project basis. Under the Financial Transformation Programme all new service developments

	requiring government funding (whether they be carried out internally or contracted out to the Third sector) require a robust business case to be developed and scrutinised. Funding for new service developments has been limited to the savings made through the Programme and may be further reduced in future years.
Infrastructure Support	The report on the research project previously referred to is due to be discussed by the third sector and the States. It is the intention to obtain a way forward on further support required by the third sector and how government and the third sector can work together more effectively to improve social inclusion.
Partnership Arrangements	Funding and partnership working between the third sector and government with respect to particular programmes/strategies, such as the drug and alcohol strategy and domestic abuse strategy, have been particularly effective.

### Isle of Man

Policy Drivers	In the Isle of Man there is a recognition that by working together so much more can be achieved in the provision and delivery of services as opposed to organisations working in isolation or opposition. The whole is bigger than the component parts is the basis of the “together we can achieve” approach. This is a basic principle implicit in both the Government and third sector strategies and the work of the Government/third sector liaison group which has been established to this end. . One of the biggest challenges to Government is to maintain and expand the services available to meet increasing demand and it can not do this on its own.. The Department of Social Care Service Delivery Plan 2011-12 recognises this and the need to work in partnership to ensure an integrated holistic approach to how we all support people in need of social care. Public and other stakeholders are looking for value for money as we must maximise the usage of scarce resources
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	<p>whether financial or otherwise due to loss of fiscal income.</p> <p>Achievements to date illustrate the tangible outcomes of such joint working and initiatives.</p> <p>A multi agency working party has identified how by representing, supporting and training communities and community leaders Government and the Third sector can assist communities in becoming sustainable and cohesive.</p>
Funding	<p>Clear funding needs are being identified at the outset of new services. The pooling of funding and fund raising efforts involving a wide range of potential funders and joint bids is being encouraged to ensure success. Business Planning, with a robust Business Plan demonstrating sustainability and longer term budgeting will be essential to ensure aspirations are being realised and sustained. Joint purchasing arrangements and sharing of resources are being introduced where identifiable benefits and added value can be achieved. For a particular community or need prioritised by the community.</p>
Infrastructure Support	<p>Utilisation of the abilities and resources of the partners to ensure that the benefits of joint working are realised. A Third sector/Government Liaison Group is producing work programmes and identifiable outcomes and has resulted in improved dialogue and support within Social Policy. Community Liaison Officers are being considered and features in the third sector training programme.</p>
Partnership Arrangements	<p>Specific partnership arrangements are being progressively put in place as may be necessary and appropriate to maximise the benefits sought. Such include the creation of a separate legal identity, creation of a loose network with common aims or formal partnership or sub contracting. This will be determined by the nature and extent of the task being undertaken. Government may be an investing to supporting partner in a Social Enterprise or a Strategic Partner in a programme of work or an operational partner in a specific project as required/requested by the community.</p>

	Specific developments within the South of the Island are being used as a model for activities elsewhere.
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<b>Jersey</b>	
Policy Drivers	<p>The 2010 States Strategic Plan –working together to meet the needs of the community- identifies certain key priorities</p> <ul style="list-style-type: none"> <li>• Protect the public and keep our community safe.</li> <li>• Increase social inclusion by encouraging and supporting people to help themselves.</li> <li>• Reform the public service to improve efficiency.</li> </ul> <p>These priorities are supported by action statements</p> <ul style="list-style-type: none"> <li>• Work together with the ‘Third sector’ to deliver efficient and effective public services.</li> <li>• Our Island will be strengthened through a more cohesive community where participation in work, leisure and local activities is encouraged and all sectors of the Island, including Government, are more engaged with each other.</li> <li>• We have lost much of the community spirit and personal responsibility of previous generations. People need to take more responsibility for their own lives and well-being.</li> </ul>
Funding	The budget for these policy initiatives is currently being reviewed in light of a comprehensive spending review. The allocation of approximately £30 million direct grants to voluntary organisations is also under review along with hypothecated systems for long term care and primary health.
Infrastructure Support	The development of Parish arrangements is a key target that has already been identified and information sharing protocols are almost in place to allow pro-active assistance at the local level.
Partnership Arrangements	Pilot schemes between Parishes, Social Services and other States Departments are already underway to develop partnerships. “The Bridge” (one stop children/parent facility) is also up and running incorporating States and third sector organisations.

Northern Ireland	
Policy Drivers	<p><b>Programme for Government</b></p> <ul style="list-style-type: none"> <li>• Highlights the importance of collaboration and the need for the Executive to work in partnership with the private and voluntary and community sectors to transform our society.</li> <li>• Priority 2: Creating opportunities, tackling disadvantage and improving health and well-being. This priority seeks to address the challenges of disadvantage and inequality that afflict society and to address the relatively poor health and long term shorter life expectancy of our population. Its purpose is to stimulate interventions that break the cycle of deprivation, educational under-achievement and to address health inequalities as well as economic disengagement.</li> </ul> <p><b>Economic Strategy for Northern Ireland</b></p> <p>This Strategy outlines the Executive's priorities for sustainable growth and prosperity. It includes a commitment to invest in social enterprise growth to increase sustainability in the voluntary and community sector.</p> <p><b>People and Place - A Strategy for Neighbourhood Renewal</b></p> <ul style="list-style-type: none"> <li>• Proposes a joined-up approach to tackle the high levels of social deprivation in urban areas, by placing community regeneration at the heart of Government policy.</li> <li>• Promotes a proactive and structured approach to community development, with a focus on developing and strengthening community capacity.</li> <li>• Building up the skills of those involved in community development through training and support.</li> <li>• Promotes volunteering and citizenship as ways of contributing to neighbourhood renewal.</li> </ul> <p><b>Delivery of Infrastructure Support</b></p> <ul style="list-style-type: none"> <li>• Support for regional strategic partner organisations to deliver support services to the sector throughout NI.</li> </ul>

	<ul style="list-style-type: none"> <li>• Promotion of collaboration and partnership working arrangements within organisations.</li> <li>• Sub-regional partner organisations in each of the 26 local authority areas.</li> <li>• Support for infrastructure organisations in rural areas through Department of Agriculture &amp; Rural Development.</li> </ul>
Funding	<p><b>Neighbourhood Renewal Investment Programme</b></p> <p>This programme focuses on investment on the 10% most deprived wards across Northern Ireland and seeks to tackle the complex multi-dimensional nature of deprivation in an integrated way. Neighbourhood Renewal has 4 interlinking strategic objectives;</p> <ul style="list-style-type: none"> <li>• <u>Community Renewal</u> – to develop confident communities that are able and committed to improving the quality of life in their areas;</li> <li>• <u>Economic Renewal</u> – to develop economic activity in the most deprived neighbourhoods and connect them to the wider urban economy;</li> <li>• <u>Social Renewal</u> – to improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments; and</li> <li>• <u>Physical Renewal</u> – to help create attractive, safe, sustainable environments in the most deprived neighbourhoods</li> </ul> <p><b>Regional Infrastructure Programme</b></p> <p>Following public consultation, a new strategic partners programme will be implemented from April 2012. this will seek a consortia bid for delivery of generic infrastructure support services across Northern Ireland. One year transitional funding has been made available in 2011/12</p> <p><b>Community Investment Fund</b> -supports delivery of sub-regional support services and promotes development of cohesive and</p>

	<p>sustainable communities in each of the local authority areas.</p> <p><b>Social Investment Fund and Social Protection Fund</b></p> <p>The Executive has agreed to the establishment of a Social Investment Fund and a Social Protection Fund to further help to tackle the problem of disadvantage.</p> <p>Specifically the Funds aim to reduce poverty, unemployment and physical deterioration in areas where disadvantage is most acute. They will also address the problems facing most disadvantaged and those who have been or will be most affected by the economic downturn and the proposed changes to welfare benefits.</p> <p><b>Collaboration NI</b></p> <p>The Building Change Trust commissioned <b>Collaboration NI</b> from a consortium led by NICVA and has allocated £1m over a 3 year period. This programme will actively support collaboration, partnerships and mergers within the voluntary and community sector.</p>
Infrastructure Support	<ul style="list-style-type: none"> <li>• Core funding to enable regional infrastructure organisations to deliver a range of support services to membership organisations.</li> <li>• Support of core costs in sub-regional infrastructure organisations to enable delivery of local support services to membership organisations.</li> </ul>
Partnership Arrangements	<p><b>Joint Government and Voluntary/Community Sector Forum</b></p> <ul style="list-style-type: none"> <li>• Meets quarterly to discuss key policy issues across government and the voluntary and community sector.</li> <li>• Jointly chaired by DSD and sector representative.</li> <li>• Agreed new Concordat to inform future relations between government and the sector.</li> </ul> <p>NI Audit Office Report (September 2010) Creating Effective Partnerships between Government and the Voluntary and Community Sector.</p>

Republic of Ireland	
Policy Drivers	<p>In the current challenging fiscal climate, the objective of Government is to secure long-term sustainability for community development initiatives through improved alignment of local development functions with those of Local Government, and a high level Alignment Steering Group was established in 2011 to advise Government accordingly. A range of options are currently being examined and it is envisaged that Local Government, with its democratic mandate, will work in partnership with effective local development structures to deliver more efficient and sustainable services.</p> <p>The Local and Community Development Programme (LCDP) aims to tackle poverty and social exclusion through partnership and constructive engagement between Government and its agencies and people in disadvantaged communities. The LCDP is delivered using a 'partnership' or 'bottom-up' approach, and it is delivered at a local level by some 52 Local Development Companies (LDCs) and a small number of alternative local delivery structures.</p> <p>The RAPID (Revitalising Areas by Planning, Investment and Development) Programme aims to improve quality of life for residents living in 51 designated disadvantaged areas through the improved planning and co-ordination of state services and through the delivery of new investment in services and facilities. The RAPID leverage schemes were initiated in 2004 in order to support small-scale projects identified locally in each of the RAPID areas. These schemes are co-funded by relevant State agencies and support projects focusing on estate enhancement, graffiti clean-up, traffic calming, CCTV, health and sports facilities, and the provision of playgrounds.</p> <p>The <i>White Paper on a Framework for Supporting Voluntary Activity and for Developing the Relationship between the State and the Community and Voluntary Sector</i> is an important articulation of the relationship between the voluntary and community sector and the</p>



	<p>State, and was developed in consultation with the Third sector. The White Paper recognises voluntary activity and civic engagement as an essential ingredient of healthy and vibrant communities aims to provide a formal and coherent framework for these principles and to improve the effectiveness and accountability of the sector.</p> <p>The Third sector has been a full member of the National Social Partnership process which has developed a series of National Social Partnership Agreements since 1987. The influence of the Third sector sector in the process is evidenced in the most recent Partnership Agreement, 'Towards 2016'. Part one of the Agreement uses a lifecycle framework to address challenges for each of four lifecycle stage. They are children, people of working age, older people and people with disabilities.</p> <ul style="list-style-type: none"> <li>• For <b>children</b>, the key areas are: early childhood development and care; issues for children and their families; income support; improving education and health; promoting recreation, sports, arts and culture</li> <li>• For <b>people of working age</b>, the priority areas are: employability; access to employment and income; caring responsibilities; housing; and improving health outcomes.</li> <li>• For <b>older people</b>, the focus is on: pensions and income supports; long-term care services; housing and accommodation; ensuring mobility; ensuring quality health services; and promoting education and employment opportunities.</li> <li>• For <b>people with disabilities</b>, the focus is based on the National Disability Strategy. Key areas include: income; health and education services; measures to promote employment opportunities; accessible services in housing, public transport and information and advocacy.</li> </ul>
Funding	The budget for the Local and Community Development Programme outlined above was €63.4m in 2011.

	<p>Funding of more than €3 in 2011 was allocated specifically for activities to support volunteering, including funding core costs of a network of 22 volunteer centres across Ireland.</p> <p>The Rural Social Scheme funds improvement work for local communities while at the same time providing income support for underemployed farmers and fishermen. In 2010, some 2,600 participants and 130 supervisors were engaged in supporting 2,460 community projects at a cost of over €46m.</p> <p>The Community Services Programme aims to support local community activity to address disadvantage, while also providing local employment opportunities. The Programme currently provides funding to approx 300 groups, which provide both services and employment opportunities for persons who are disadvantaged.</p>
Infrastructure Support	<p>On foot of the <i>White Paper on a Framework for Supporting Voluntary Activity</i>, a scheme was established to provide multi-annual core funding to national Community &amp; Voluntary organisations to build a supportive infrastructure for the sector. Funding in 2011 for this scheme amounted to €4m for 64 organisations.</p> <p>County Development Boards were established in 2001 with the aim of bringing the benefits of social partnership to a local level. Along with members from county and city councils, state agencies, local development agencies, these include members from the 'social partners', including third sector organisations. There are now 34 City and County Development Boards in the country and 34 Community &amp; Voluntary Fora have been established to represent the views of grassroots community organisations.</p>
Partnership Arrangements	<p>The Local and Community Development Programme is delivered using a 'partnership' or 'bottom-up' approach. Representatives from a range of voluntary, statutory and community sectors, and social partners constitute the Board of Directors who work collaboratively to affect change locally. In each of the 51 RAPID areas, an Area</p>

	<p>Implementation Team (AIT) develops plans for their area and drives the Programme at a local level. The AIT includes local State Agency personnel, the local Partnership Company, residents of the local community and, where they exist, Local Drugs Task Forces.</p> <p>The Third sector is a full member of the National Social Partnership process, which focuses principally on incomes, fiscal, social, economic and competitiveness policies – negotiated between the Government and the social partners (Trade Union Pillar; Business and Employer Pillar; Farming Pillar; Community and Voluntary Pillar).</p>
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<b>UK Government</b>	
Policy Drivers	<p>Community Organisers:</p> <ul style="list-style-type: none"> <li>• The Community Organisers programme is about catalysing community action at a neighbourhood level.</li> <li>• Community Organisers are well-trained and committed individuals who will work closely with communities to identify local leaders, projects and opportunities that the community then completes. Communities will be enabled to do things for themselves rather than asking local government or others to do things for them, building self-reliance and confidence. They will be better able to work with others in all sectors, and better able, when necessary, to challenge others to fulfil their role locally. Communities will also be better able to take advantage of Big Society opportunities such as the 'Right to Buy' community assets, and the 'Right to Challenge' to run public services.</li> <li>• The programme fulfils a coalition commitment to train 5,000 community organisers over the lifetime of this parliament. It is a key element of the social action pillar of the Big Society initiative.</li> <li>• 500 senior Community Organisers will receive a bursary of</li> </ul>

	<p>£20,000 for the first year only. This will give them the resources and time to develop relationships with their local community, community organisations, philanthropists or statutory bodies to sustain their role. The remaining 4,500 will be unpaid part time or voluntary mid-level Community Organisers and will support the senior organisers.</p> <p>Community First</p> <p>Community First will consist of two main elements:</p> <ul style="list-style-type: none"> <li>• £30m Neighbourhood Matched Fund. This will provide financial support for community-led projects, in targeted neighbourhoods of England with low social capital and significant deprivation. Funds will be made available to each community over the next 4 years. To unlock this money the community must decide on specific projects and then match Government funding at a £1:1 ratio. This should be done primarily with volunteer time, but cash goods and services will also be encouraged.</li> <li>• £50m Endowment Match Challenge. This will be available at a £2:1 ratio, throughout England with a clear priority to build local endowments through philanthropic donations. In the long run these endowments should create a sustainable source of grants for neighbourhood projects.</li> </ul> <p>Together both elements of the programme will incentivise more self-reliance and collective participation in community action, encouraging people to:</p> <ul style="list-style-type: none"> <li>• Support the social action projects they need, improving the quality of life for themselves and others in their neighbourhood</li> <li>• Participate in relevant local decision making, promoting a sense of ownership not only of problems but of local opportunities and resources</li> <li>• Start more neighbourhood groups and revitalise existing</li> </ul>
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	<p>groups</p> <ul style="list-style-type: none"> <li>• Introduce a new approach to funding projects - leveraging volunteer time, money and other resources - helping neighbourhoods play a leading role in regenerating their area.</li> </ul>
Funding	<p>Community First</p> <ul style="list-style-type: none"> <li>• The Endowment Match Challenge will leverage the public's £50m to achieve £100m in donations, creating a fund worth £150m. With gift aid, this will be nearer £180m. We want to do this by March 2015.</li> </ul> <p>The £30m Small Grants Programme will be matched with volunteer time and fundraising at 1:1 match.</p>
Infrastructure Support	<p>Once the programme is launched we will develop a Institute for Community Organisers.</p> <p>Community First</p> <ul style="list-style-type: none"> <li>• Support will be made available to Community Groups who repeatedly fail in the application process.</li> </ul>
Partnership Arrangements	<p>Community Organisers:</p> <p>Locality has been appointed as the National Partner.</p> <p>Community First:</p> <p>The Community Development Foundation has been awarded the contract to run the programme</p>

## Theme 2 - How we can enable wider civil activity

Wales	
Policy Drivers	<p>WCVA receives funding to administer several grant schemes on behalf of the Welsh Government (£1.8 Million):</p> <ul style="list-style-type: none"> <li>• GwirVol</li> <li>• Volunteering In Wales Fund</li> </ul> <p>The Welsh Government will continue to invest in the Wales-wide network of local Volunteer Centres and the national support services provided by the WCVA.</p> <p>The present phase of the Communities First is aimed at enabling disadvantaged communities to have a greater say in defining their needs and the design of services to meet them. The previous administration's "One Wales" commitment to delivering changes to the Communities First programme has been implemented. This has included the creation of the Outcomes Fund which was aimed at encouraging greater "programme bending" (i.e. investment in CF areas) from service providers and more focus on outcomes amongst Communities First Partnerships. Evidence is currently being gathered which will inform the next phase of the Communities First programme post April 2012.</p> <p>The 3<sup>rd</sup> Welsh Assembly Government's 'One Wales' programme is based on the principles of inclusion, pluralism and fairness, ensuring that all sections of the Welsh population are fully engaged as citizens.</p> <p>During the lifetime of the 3<sup>rd</sup> Welsh Assembly Government's strategy to accelerate social enterprise consequently recognises this range by:</p> <ul style="list-style-type: none"> <li>• creating a climate in which fully-fledged social enterprises can thrive and grow; and</li> <li>• providing support to all third sector organisations interested in diversifying their income streams through enterprise and trading activities.</li> </ul>

	<p>The Welsh Government will continue to work with the Social Enterprise Network to better match the business support service to the third sector's needs. Social enterprises with the potential for growth are already able to access General Support for Business, Account Management, Mentoring and Specialist Support. Seminars have also been held with social enterprises in relation to procurement and tendering, with work focusing on raising awareness of successful contracting experiences, and the guidance available to potential contractors.</p> <p>The aim is to provide an infrastructure for social enterprise support in Wales by funding a number of umbrella bodies which provide advice and support to a variety of social enterprise models.</p>
Funding	<p>To support the infrastructure for the voluntary sector in Wales the Welsh Government allocates core-funding under the 5-year rolling Partnership Agreement. This supports the WCVA, the County Voluntary Councils and the Volunteer Centres (£5.8 Million approximate per annum).</p> <p>Volunteering Grants:</p> <ul style="list-style-type: none"> <li>• Gwirvol</li> <li>• Volunteering in Wales Fund = £1.8m</li> </ul> <p>Communities First: - £45 Million 2009/10</p> <p>Social Enterprise: - £7.2 Million</p> 
Infrastructure Support	<p>The Welsh Government views third sector organisations as key vehicles that can help build 'bridging' and 'linking' social capital. We expect local authorities and other statutory agencies to take a similar view, and to ensure effective representation of the third sector on partnership boards and in important decision making processes.</p> <p>The GwirVol partnership is made up of a wide range of public, private and third sectors that have in common their commitment to deliver a "step change" in Youth volunteering and citizen</p>

	engagement.
Partnership Arrangements	<p>GwirVol is a uniquely Welsh, diverse partnership promoting, supporting and driving youth volunteering.</p> <p>From April 2011 Millennium Volunteers (Wales) has been subsumed within the GwirVol organisation</p> <p>The Partnership Agreement between the Welsh Government and the WCVA sets out the basis for Welsh Government funding for the organisations that make up the generalist voluntary sector infrastructure in Wales, to contribute to their administration, management and core service delivery costs.</p>

<b>Scotland</b>	
Policy Drivers	<p><b>Third sector Millennium Volunteer</b></p> <p>Consideration is being given to modernise the Millenium Volunteer (MV) Award scheme. This includes a pilot of the new awards provisionally entitled Saltire Awards. The pilot will take place over 2011-12 in Angus, Dundee, East Lothian, East Renfrewshire, Edinburgh, Falkirk and Orkney. The pilot will be reported on to all 32 interfaces and they will determine the future of the pilot.</p> <p><b>European Year of Volunteering</b></p> <p>Scotland has established the Scottish Alliance for European Year Of Volunteering 2011 (EYOV2011) a wide ranging group of stakeholders to promote, recognise and celebrate participation in volunteering during EYOV2011. This led to the establishment of an ongoing work programme which includes; Just Ask campaign featuring postcards and certificates aimed primarily at volunteers week (the first week in June); Volunteering and Learning Conference also in June to showcase good practice and learning and skills development through volunteering; projectscotland volunteers who will collate and share examples of volunteering across Scotland with both Scottish and European interests.</p>
Funding	<b>Third sector</b>



	<p>A total of £2.05m is being provided to grow volunteering. This includes supporting the Voluntary Action Fund, Millennium Volunteer and the European Year of the Volunteering.</p> <p>Millennium Volunteer - the Saltire pilot main features are:</p> <ul style="list-style-type: none"> <li>• It ensures local delivery of the scheme and builds upon the successes and relationships established in every local authority area;</li> <li>• It introduces a pilot exercise in 7 local authority areas to test, monitor and evaluate the new scheme;</li> <li>• It improves connections to the Curriculum for Excellence agenda by lowering the qualifying age range to include secondary school age children (12+) and actively promoting volunteering in schools (colleagues in QAAS and Curriculum are supportive of this option); and</li> <li>• It provides a seamless transition from the old scheme to the new.</li> </ul>
Infrastructure Support	See Section 1. which includes support for the third sector Interfaces which support volunteering as well as national bodies such as Volunteer Development Scotland.
Partnership Arrangements	Work is ongoing between the Scottish Government and a range of parties to develop our thinking and approach on volunteering, which has resulted in a third sector based Volunteering Roundtable group which has already met successfully with a cross government officials group.

<b>Guernsey</b>	
Policy Drivers	One of the aims of the Social Policy Plan, in the States Strategic plan is to achieve “active and engaged citizenship”. The key policy drivers in this area are to increase the level of volunteering and community engagement.
Funding	Funding is provided for some infrastructure support e.g. the youth service initiatives listed below.

Infrastructure Support	<p>The Young Enterprise Scheme, Duke of Edinburgh Scheme and some other youth activities rely on volunteers but are assisted by infrastructure support put in place by government, e.g. the Youth Service.</p> <p>A website volunteer.gg has been established in the Island by representatives from the sector to provide infrastructure support to join together volunteers and organisations requiring volunteer assistance. The finance industry regularly releases workers to engage in civil activity during the working day.</p>
Partnership Arrangements	<p>Partnership working is again predominantly on a department by department basis, e.g. the Youth Service through the Education Department, although a States wide strategy/programmes approach mentioned under question 1 is gradually being adopted.</p>

Isle of Man	
Policy Drivers	<p>Government policy places the community at the centre of everything we do and services are being developed around community need. A wide level of community engagement by all citizens is being built upon and encouraged so that all people in the Isle of Man feel involved, consulted and heard. Enabling all people including those who may feel excluded and vulnerable to make a positive contribution is a core plank in the process. The Faith Sector is undertaking research into how it may increase capacity to fill identified unmet need. Again there is a recognition that Government can not and should not do everything on its own and that communities assume responsibilities. A multi agency working party is researching options and action plans.</p>
Funding	<p>Government funding has been made available to organisations encouraging civil activity largely through Social Services and Education with additional monies coming from the community, lottery and business, through an acknowledgment of social responsibility, sometimes on a matched programme basis.</p>

	Enhanced links are being developed with the Island's Chamber of Commerce to strengthen involvement through both financial and non financial social and environmental responsibility.
Infrastructure Support	Pooling of resources with various components within the community contributing from available resources, e.g. Junior Achievement/Young Enterprise rely on business mentors. The Finance industry releases workers to volunteer. Professionals provide technical expertise. The Council of Voluntary Organisations, with Government funding, has embarked upon a wide ranging training programme to increase capacity and expertise. A mentoring support mechanism is being considered.
Partnership Arrangements	Ensuring checks and safeguards is vital (e.g. that a full risk assessment has been undertaken) however arrangements acknowledge and address the need for a balance between assuring quality and safety and the spontaneity and informality of civil activity, ie not making it difficult for community partners to organise and encourage voluntary action. Some partners provide the volunteers/activists, others identify the need, others organise the logistics, resources etc. Many potential partnership/collaboration opportunities are under review.

<b>Jersey</b>	
Policy Drivers	<p>The Strategic Plan places the Parish at the heart of community life and recognises the high level of voluntary and charity work in Jersey (JASS 2009). Building on this is a key action in combating the loss of the extended family (about 47% of the population do not come from Jersey). The Strategic Plan notes certain actions:</p> <ul style="list-style-type: none"> <li>• Work together with all agencies to co-ordinate efficient and effective social and community services and support as set out in the Social Policy Framework.</li> <li>• Encourage community involvement and voluntary service.</li> <li>• Work with the Parishes to develop community initiatives.</li> </ul>

	<ul style="list-style-type: none"> <li>• Preserve, enhance and promote community values.</li> <li>• Review and strengthen the community role of the Parish.</li> </ul>
Funding	Direct funding arrangements are subject to review in the CSR but independent funding through charitable donations and Parish accounts does occur and may have to be co-ordinated in some areas. Pilot schemes are identifying areas for continued work.
Infrastructure Support	Support and advice from the States is given with the States acting more as a facilitator rather than provider. Encouragement of volunteering through benefit and employment conditions is already in place.
Partnership Arrangements	The creation of Third sector forums and the involvement of the Jersey Association of Charities will develop into a co-ordinating role between government and the third sector.

Northern Ireland	
Policy Drivers	<p><b>Programme for Government</b></p> <ul style="list-style-type: none"> <li>• to address issues affecting those most in need including those in poverty, the economically inactive, providing opportunities for marginalised groups and enhancing and improving the lives of older people.</li> <li>• To foster a more shared and integrated community</li> </ul> <p><b>Volunteering Strategy for Northern Ireland</b></p> <ul style="list-style-type: none"> <li>• This has been approved by the NI Executive following public consultation.</li> <li>• A key target by 2012, is to have increased volunteering and active citizenship by 10% compared with the baseline measure in the Volunteering in Northern Ireland Report (2007).</li> </ul>
Funding	<p><b>Volunteer Bureaux Initiative</b></p> <ul style="list-style-type: none"> <li>• Support for core costs of local volunteer bureaux across Northern Ireland (under review)</li> </ul> <p><b>Community Volunteering Scheme</b></p>

	<ul style="list-style-type: none"> <li>• Support for volunteer projects (large and small grants).</li> </ul>
Infrastructure Support	Support for Volunteer Now, a regional infrastructure organisation for promotion of volunteering and active citizenship across NI.
Partnership Arrangements	Recommendation in Volunteering Strategy to review the regional and local volunteering infrastructure and to provide an integrated service delivery model to support volunteering and wider civil activity.

## Republic of Ireland

Policy Drivers	<p>A network of 22 Volunteer Centres has been established across Ireland to promote volunteerism. The Centres, which share a common IT database, provide a contact point for those interested in volunteering and support the third sector to generate worthwhile volunteering opportunities.</p> <p>In June 2011 the Government reconvened the 'Forum on Philanthropy and Fundraising' to bring forward proposals to develop a strategy to develop philanthropy and fundraising in support of civil society. To attract greater funding from philanthropy and corporate investment it is critical that there is an appropriate infrastructure to facilitate philanthropy and investment, with efficient tax and legal frameworks that encourage giving, proactive and engaged intermediaries and wealth advisors, and appropriate regulation of the third sector that promotes effectiveness, accountability and transparency. Increased investment in the sector will generate increased employment in local communities, build social capital and support the movement for national reform and national renewal. The policy drivers recommended by the Forum fall under four overarching themes: A National "Giving Campaign"; Improving the fiscal environment and infrastructure for giving; Developing fundraising capacity among not-for-profits; Creating a National Social Innovation Fund.</p> <p>The Local and Community Development Programme (LCDP) The</p>
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	<p>LCDP is delivered using a 'partnership' or 'bottom-up' approach, and it is delivered at a local level by some 52 Local Development Companies (LDCs) and a small number of alternative local delivery structures. Those who wish to volunteer on behalf of their communities will be encouraged under the Local and Community Development Programme (LCDP) without the bureaucratic burden of ensuring compliance with company law. A Specific percentage of LCDP funding is ring fenced each year for activities in support of volunteering.</p> <p>A Taskforce on Active Citizenship was established in 2006 to review the evidence regarding trends in citizen participation across the main areas of civic, community, cultural, occupational and recreational life in Ireland. The 20 member taskforce represented a broad spectrum of Irish civil society as well as other stakeholders. Following a consultation process, the Taskforce compiled a set of recommendations to enhance active citizenship in Ireland. The main recommendations relate to increasing participation in the democratic process; improving the interaction between the citizen and state institutions at local and national level, measures to promote a greater sense of community and community engagement; further education on the issues around active citizenship; and measures that provide increased opportunities for the inclusion of ethnic and cultural minorities in an increasingly diverse society. The Taskforce recommendations were accepted by Government in March 2007 and the recommendations of the Taskforce have been largely implemented at this point.</p>
Funding	<p>Funding of more than €3 in 2011 was allocated specifically for activities to support volunteering, including funding core costs of the network of 22 volunteer centres across Ireland.</p> <p>In 2012, funding of more than €2 m has been allocated on a public-private partnership basis to implement the recommendations of the Forum on Philanthropy &amp; Fundraising.</p>
Infrastructure	The 'Scheme for National Organisations' provides multi-annual

Support	<p>core funding to 64 key third sector organisations and umbrella bodies. One of the aims of scheme is to support the development of infrastructural capacity within the third sector which will encourage greater volunteerism.</p> <p>The objective of the Forum on Philanthropy &amp; Fundraising is to substantially increase the level of private sector investment in the third sector by creating a favourable environment for individual and corporate philanthropy in Ireland, and developing fundraising capacity. This would unlock significant funding and help to create new and innovative public private partnerships to address fundamental social and economic challenges, and in addition help to fund arts and cultural initiatives. Increased investment in the sector will generate increased employment in local communities, build social capital and support the movement for national reform and national renewal.</p>
Partnership Arrangements	<p>The 20 member Taskforce on Active Citizenship represented a broad spectrum of Irish civil society as well as other stakeholders. The LCDP and RAPID programmes have a strong civil society element.</p>

UK Government	
Policy Drivers	<p>Big Society is about putting more power into people's hands – it is a massive transfer of power from Whitehall to local communities. In particular, Big Society is about:</p> <ul style="list-style-type: none"> <li>• <b>Community empowerment:</b> giving local councils and neighbourhoods more power to take decisions and shape their area;</li> <li>• <b>Reforming and opening up public services:</b> enabling charities, social enterprises, private companies and employee-owned co-operatives to compete to offer people high quality services; and</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Social action:</b> encouraging and enabling people to play a more active part in society.</li> </ul> <p>Government has an enabling role, and some key actions have included:</p> <ul style="list-style-type: none"> <li>• <b>Implementing the Giving White Paper</b> – to make it easier and more attractive to give time and money to good causes.</li> <li>• <b>National Citizen Service</b> – a programme that aims to build a more cohesive, responsible and engaged society by bringing young people from very different backgrounds together to make a difference in their communities. Over 8000 16 year olds took part in 2011 and there will be 30,000 places in 2012.</li> <li>• <b>Community organisers</b> – the Government will provide funding to identify, train and support 5,000 people as community organisers over the lifetime of this Parliament.</li> <li>• <b>Community First</b> – funding to support action by existing and new community groups, focussed on areas with significant deprivation and low social capital.</li> <li>• <b>Big Society Bank</b> – using funds from dormant bank accounts to support social investment intermediaries to open up access to finance for charities, voluntary and community organisations and social enterprises.</li> <li>• <b>Civic service</b> – voluntary action by civil servants will be actively encouraged through connecting civil servants with opportunities to use their skills to support civil society organisations and using volunteering as a means of learning and professional development for civil servants.</li> <li>• <b>Reducing bureaucracy</b> – Lord Hodgson published his taskforce's report on reducing regulatory burdens on civil society organisations.</li> </ul>
Funding	Funding for the above programmes was allocated in the Spending Review (October 2010). (With the exception of the Big Society



	Bank: the Dormant Bank and Building Society Accounts Act 2008 provides the legal framework for money from dormant accounts to be released for the benefit of society, while protecting the rights of account holders. In July 2010 the Prime Minister announced that all dormant accounts money available for spending in <u>England</u> would be used to capitalise a social investment wholesaler, Big Society Bank. HSBC Bank PLC, Barclays Bank PLC, The Royal Bank of Scotland PLC and Lloyds Banking Group have also agreed in principle to invest up to a further £50m each in the Big Society Bank, in the context of wider discussions (tagged ‘Merlin’) with the Government on improving their positive contribution to society).
Infrastructure Support	See above – Big Society Bank, community organisers, Communities First.
Partnership Arrangements	OCS has nine VCSE Strategic Partners (constituted from 17 organisations), which are funded to: <ul style="list-style-type: none"> <li>• act as a conduit between government and the wider frontline VCSE sector, communicating, and helping to support and deliver strategic policy of OCS; and</li> <li>• support the VCSE sector to contribute to the development of the Big Society.</li> </ul>

### **Theme 3 - How we can enable the third sector to become part of the mainstream in service delivery**

<b>Wales</b>	
Policy Drivers	<p>Making the Connections vision placed “citizens at the centre” and states that: “every citizen must have the opportunity to contribute to the social and economic life of Wales.” This means greater participation and influence by citizens in the way public services and institutions respond to people’s needs.</p> <p>The vision is to see very local community organisations becoming stronger and more joined up so they provide a more effective</p>

	<p>channel through which people can influence decisions on public service provision. Communities First partnerships, CVCs and community and town councils all have an important role in helping to achieve this.</p> <p>The transformation the Welsh Government is seeking is to an integrated public service for Wales, envisages a significant role for the third sector working in partnership with the public sector to perform the roles in which it is uniquely well placed to excel.</p> <p>1. Turnaround project. To develop and deliver targeted interventions to re-engage with, and meet the needs of, young people with complex needs relating to substance misuse</p> <p>The funding is mainstreamed into the substance misuse grant allocations for the seven Community Safety Partnerships (CSPs) that cover the areas where the programme is delivered.</p> <p>2. Health services and Co-production. The paper 'Public services – towards a new model' considers the role of the third sector in helping to deliver public services in our changing social, economic and environmental circumstances looked at alternative ways of developing future public services delivering enhanced services at reduced cost.</p> <p>3. Invest to serve</p> <p>Among the main objectives of Community Investment Fund (CIF) are to:</p> <ul style="list-style-type: none"> <li>• promote an enterprise culture within community groups encouraging them to seek self-determination and sustainability by developing social enterprises</li> <li>• develop an investment culture in third sector orgs with less dependency on short-term grants and more emphasis on earned income to promote sustainable social enterprises</li> <li>• develop more business-like relationships within the voluntary and community sector and between the third sector and the public and private sectors</li> </ul>
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	<p>CIF will also promote a £4 Million Invest to Serve element which, in addition to the above, will:</p> <ul style="list-style-type: none"> <li>• help those third sector organisations hoping to bid for public sector contracts by providing access to loan finance to allow them to build their capacity to deliver public sector services.</li> </ul> <p>4. Invest to Save – In alignment with the Efficiency and Innovation Board, the Fund supports Welsh Government funded public service organisations to become more efficient. Investments made from the Fund are fully repayable but there are no interest charges and flexibility on the repayment period.</p> <p>5. European Social Funded – ‘Peer Mentoring Scheme’ - To help build a national network of Peer mentors (Ex-Users, people with real experience and knowledge of Substance Misuse) who will help those in need achieve some degree of economic independence through work, training, education and related learning.</p>
Funding	<p>Turnaround Project: - £412,820 per annum</p> <p>Invest to Serve: - £10 Million 2010/11</p> <p>Invest to Save: - a budget of £ 3.60 Million is available in 2011/12</p> <p>Peer mentors are either paid employees, Full/Part-time or sessional; or volunteers. Fund is on a ‘payment-by-outcome’ approach that adds a real complexity to claims. (£9,510,441 ESF and £9,029,864 matched provider funding)</p>
Infrastructure Support	<p>Public service procurement rules and practices have been identified as barriers which prevent third sector organisations competing successfully for contracts. The Welsh Government is pursuing a range of initiatives including raising the third sector’s profile with procurers via Value Wales, helping the sector take better advantage of tender opportunities, and identifying how organisations can work together to increase efficiency, such as by sharing ‘back-office’ services. This work is taken forward through</p>

	the Third sector Procurement Group (reporting to the Third sector Partnership Council (TSPC) and Social Enterprise Ministerial Advisory Group and by issuing a refreshed version of our 'Opening Doors' Charter, outlining good practice in the procurement of services from the third sector.
Partnership Arrangements	<p>The third sector can also improve public services by being involved in their design, commissioning and evaluation. Groups set up by, or involving people who use public services should play an active part in shaping improvements to those services. They should be able to do this in ways that do not prejudice opportunities for the third sector to deliver improved services. The CVCs play an important facilitating role in ensuring that a constructive dialogue takes place with the wider third sector and citizens locally.</p> <p>Welsh Government is working with partners to ensure that the third sector can fully participate in Local Service Boards, Community Strategies and Spatial Plan Groups.</p>

Scotland	
Policy Drivers	<p><b>Third sector</b></p> <p>Building on the foundations laid by the Third sector Action Plan three new programmes are being introduced during 2011/12:</p> <ul style="list-style-type: none"> <li>• Business Support contract – integrates for the first time business start-up, business support and learning and development services to individual social entrepreneurs and enterprising third sector organisations across Scotland. The contract to deliver this service was awarded to a consortium led by CEiS (all Third sector organisations)</li> <li>• Enterprise Growth Fund – offers grants during 2011/12 to enable enterprising third sector organisations to undertake change to ensure growth and financial and operational sustainability. The contract to administer the Enterprise Growth Fund has been awarded to a consortium led by the</li> </ul>

	<p>Wise Group (all Third sector organisations).</p> <ul style="list-style-type: none"> <li>• Opening Markets contract – will promote the use of Public-Social Partnerships, Community Benefit clauses and the use of impact measurement models (for example SROI) in understanding how social value can be maximised.</li> </ul> <p><b>Procurement</b></p> <p>Third sector Action Plan (2008-11), and The Scottish Sustainable Procurement Action Plan (2009) - Development of guidance on the procurement of care and support services which: recognises the contribution that third sector service providers make to the delivery of care and support services; requires commissioning organisations to ensure that the procurement of such services takes account of the importance of a skilled and competent workforce in delivering positive outcomes for service users; and promotes partnership working with service providers. The guidance was published on the Scottish Government's website in September 2010.</p>
Funding	<p><b>Third sector</b></p> <ul style="list-style-type: none"> <li>• £10.25m is available for a variety of organisational support, including the 3 contracts.</li> <li>• 10 Public-Social Partnerships Pilot projects were supported providing the basis for guidance published in 2011.</li> <li>• The Public Sector Community Benefits Champions Network currently has representation from 17 Local Authorities as well as NHS National Procurement, Scotland Excel, Scottish Government, Central Government Centre of Procurement Expertise, SNH, Scottish Courts Service, Transport Scotland and Learning &amp; Teaching Scotland. The network meetings are held quarterly.</li> </ul> <p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>• As part of the work in SPD to increase access to contracts, Public Contracts Scotland will allow third sector</li> </ul>

	<p>Organisations to identify themselves as such with social firms and supported businesses being able to flag that they belong to these 'subsets' of social enterprises. – Funding in place</p> <ul style="list-style-type: none"> <li>• Promotion and support of the use of Community Benefit in procurement clauses. A report and guidance were published in February 2008. The Community Benefits work has resulted in targeted training and recruitment, SME and social enterprise development. – <b>We have worked with partners to increase the use of Community Benefit clauses in contracts, including:</b> <ul style="list-style-type: none"> <li>○ Scottish Government Energy Assistance Programme including a clause to ensure that <b>10% of the workforce</b> are new entrant trainees. <b>Contractor has committed to 3 “Green Skills Academies” and 12-16% of the workforce will be new entrants.</b></li> <li>○ Greater Glasgow and Clyde Health Board have a target for providing work for <b>250 new entrant trainees</b> in the development of the new South Glasgow hospital.</li> <li>○ Glasgow City Council have a commitment for <b>155 new entrant trainees</b> through Commonwealth Games contracts.</li> </ul> </li> <li>• It is UK and Scottish Government Policy that every public body should aim to have at least one contract with a supported factory or business (SPD Social Issues Guidance Note, October 2007). Public Contracts Scotland will ask buyers to identify possible suitable 'reserved' contracts at the point of advertising. – Funding in Place.</li> </ul> <p><b>Change funds</b></p> <p>The third sector will be key partners in the three new funds to support preventative spending, building on the model of involvement they have had in the Change Fund for Reshaping</p>
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	Care for Older People where plans had to be signed off by third sector representatives; but going further through a deepening of collaboration between the public and the third sectors both at the local and national levels.
Infrastructure Support	See section 1
Partnership Arrangements	See section 1

### **Guernsey**

Policy Drivers	<p>One of the objectives of the Financial Transformation Programme is to look at what services should be delivered by government and what could/should be outsourced.</p> <p>The third sector could also be involved more in strategic planning. For example this is an aim of the children and young people's services planning group.</p>
Funding	Some services provided by the third sector are funded out of government grants or contracts; others are funded through third sector income generation or charitable donations. Others are funded through a combination of these methods.
Infrastructure Support	The Drug and Alcohol Strategy offers training courses for government and third sector providers alike. In addition, joint forums and action group meetings take place to involve the third sector in mainstream service delivery. The Domestic Abuse Strategy is also working towards this model.
Partnership Arrangements	It is anticipated that the programme/strategy approach taken by the Drug and Alcohol and Domestic Abuse Strategies will be expanded into other areas.

### **Isle of Man**

Policy Drivers	Government policy acknowledges and reflects the need to ensure that the third sector is at the heart of mainstream service delivery
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	<p>as stated more specifically in that of the Departments of Social Care, Education and Health. Third sector are now routinely consulted and involved as equal partners in strategy and service planning. The Third sector/Government Liaison Group is heavily involved in the development of Social policy.</p> <p>There are working groups initiated by the Group on a multi agency basis considering the effects of an ageing population, mentoring for young people moving into adulthood, communities, the 18 – 65 age group and Social responsibility which will inform future development.</p> <p>There is a recognised need through the Fiscal working group to ensure the continuity of essential and proportionate services, delivered in a cost effective and qualitative manner ensuring the best use of resources. Within this it is acknowledged that the third sector has the professionalism to undertake such activity and can meet statutory and regulatory standards.</p> <p>The third sector recognises that through partnership and collaboration it can meet such demands and deliver more for the same price.</p> <p>Being included in strategy and provision planning the third sector has the opportunity to impact upon design and bid for contracts in respect of new and existing services.</p>
Funding	<p>Certain essential services are funded as statutory service provision out of Government funds through contracting process, or grants. Such are under regular review on a mutual basis in order to ensure that they are most effectively utilised. Others service initiatives require additional funding through third sector income generation initiatives. Some services are charged for as and when appropriate. All potential avenues are being explored and evaluated as more of a mix is required if the island is to sustain the level of high quality services which it has got used to, now that Fiscal income is reduced.</p>
Infrastructure	<p>The collaborative partners in the mainstreaming process are</p>



Support	identifying and utilising their individual resources to maximum effect and avoid duplication of services and effort. Government is providing encouragement and support by enabling participation in training and development opportunities for 'mainstreamed' third sector service providers as for its own staff. The relationship between Government and the CVO also underpins the creation of the right infrastructure.
Partnership Arrangements	Such arrangements are being put in place as will enable the goals of making third sector initiatives part of mainstream service provision to be achieved. This will be through a bi-lateral Vol. Org/Government partnership arrangement or multi agency working party. The aforementioned Liaison group is playing a significant role in this. Each partner must have a clear understanding of their role and responsibilities. Government tries to ensure that in mainstreaming the services the unique characteristics of the service due to it being provided by a Third sector organisations are not lost. The expanding CVO is playing an active role in this and many potential opportunities are under review.

<b>Jersey</b>	
Policy Drivers	The Strategic Plan recognises that the third sector can deliver services equally as well as the States if not better and benefits from a local perspective even in a small Island like Jersey. The CSR also identifies duplication of services between States and the third sector and within the third sector and seeks to drive out inefficiencies without adversely affecting services.
Funding	The States already have models for completely funded services (Jersey Employment Trust), partially funded services (Family Nursing) and completely independent funded services (St Johns Ambulance).
Infrastructure	Departments currently provide assistance to their third sector

Support	partners and are more commonly looking at the level of service provided including service level agreements and memoranda of understanding. The role of the Jersey Association of Charities is being considered as is the allocation of lottery monies by this organisation..
Partnership Arrangements	The bottom up approach is being preferred to the top down approach. Some initiatives (The Childrens Plan) are currently being considered at a political level to enhance and develop the co-ordination between individual organisations, Third sector representative groups and Government.

Northern Ireland	
Policy Drivers	<p><b>Programme for Government</b></p> <p>The Executive has published its commitment to:</p> <ul style="list-style-type: none"> <li>• Provide opportunities to support social enterprise growth;</li> <li>• Develop and implement a policy framework on Community Asset Transfer; and</li> <li>• Baseline existing social enterprise activity within the Third sector and identify opportunities for growth.</li> </ul> <p><b>Modernisation Fund</b></p> <p>A £15M capital programme is being delivered to assist the sector in;</p> <ul style="list-style-type: none"> <li>• improving access to services;</li> <li>• providing better facilities for children and young people;</li> <li>• encouraging partnership and collaboration;</li> <li>• reducing costs and generating income; and</li> <li>• developing good relations within and between communities</li> </ul> <p><b>Building Change Trust</b></p> <p>Government contribution to Trust initiative to promote and facilitate mergers, collaboration and partnership within the voluntary and community sector.</p> <p><b>Economic Strategy</b></p>

	<p>The NI Executive has published a new cross-developmental Economic Strategy to promote sustainable growth and prosperity. This includes a commitment to invest in social enterprise growth.</p> <p><b>Assembly Committee for Finance &amp; Personnel Inquiry into Public Procurement in Northern Ireland</b></p> <p>Strategic recommendations to assist the Third sector in competing for and delivering public service contracts.</p>
Funding	<p><b>Modernisation Fund (Revenue)</b></p> <ul style="list-style-type: none"> <li>£15m capital programme to improve access to services, encourage collaboration and promote generation of income.</li> </ul> <p><b>Building Change Trust</b></p> <p>UCIT has been provided with an Exploring Change Award of £20,000 to investigate the establishment of a public procurement brokerage service.</p> <p><b>Developing Trusts Northern Ireland (DTNI)</b></p> <p>-has been provided with an Exploring Change Award of £20,000 to look at the applicability of the development trust model in Northern Ireland with a particular focus on community asset transfer. A series of seminars on that including lessons from the Scottish and English experiences are imminent.</p> <p><b>Charity Bank</b></p> <p>-has been provided with a Deliver Change Award of £40,000 to implement a research project which will produce a blueprint report looking at the development of new social finance products in Northern Ireland.</p> <p>The Trust has also committed to investing £1m in the tier one capital of Charity Bank by way of grant aid (£500,000 paid to date). This has the ultimate aim of increasing deposit taking and loan making by the Bank in Northern Ireland (essentially the development of a permanent loan fund for the community and voluntary sector here) and is being accompanied by a new accredited course delivered by University of Ulster Advanced Diploma in Third sector Sustainable Investment is imminent.</p>

Infrastructure Support	Support for core posts in Northern Ireland Council for Voluntary Action (DSD) and Social Economy Network (DETI).
Partnership Arrangements	Social Economy Forum – policy forum involving key government departments and representatives from social economy sector.

### Republic of Ireland

Policy Drivers	<p>Third Sector organisations deliver a large proportion of services on behalf of the State, particularly in the area of health &amp; social services, which is a reflection of the mixed-delivery health care system that exists in Ireland, and is also a legacy of the history of welfare delivery in Ireland where the principle of subsidiarity held sway for many years.</p> <p>The Programme for Government has committed to a Public Sector Reform process and a Comprehensive Review of Expenditure, both of which are ongoing. These initiatives will consider how best services can be delivered in partnership with Third sector organisations. There is also a process ongoing to review the delivery of services at local level in order to improve service delivery for the citizen. It is a commitment to create and sustain vibrant urban and rural communities in a way that involves those communities in the decision making process, fosters progressive change and provides people with the means to shape their own futures.</p> <p>To that end the Government intends to pursue improved alignment of local development functions with those of Local Government. A high level Alignment Steering Group has been appointed to advise on options for improved alignment between local development and Local Government. The Steering Group has been charged with bringing forward proposals that will ensure quality services for the citizen, deliver efficiencies in the delivery of services, and result in greater democratic accountability in decision making at a local level.</p>
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Funding	On foot of the <i>White Paper on a Framework for Supporting Voluntary Activity</i> , a scheme was established to provide multi-annual core funding to national Community & Voluntary organisations to build a supportive infrastructure for the sector and to assist the sector in expanding its role in service delivery. Funding in 2011 for this scheme amounts to €4m for 64 organisations.
Infrastructure Support	A Department of Public Expenditure and Reform has been established to facilitate, drive and support the reform programme. The Department is will identify barriers and supports for the greater streamlining of services, including in relation to the role of Third sector organisations.
Partnership Arrangements	Under Social partnership, the Third sector is a full member of the National Social Partnership process. The influence of the C&V sector in the process is evidenced in the latest 10 year Partnership Agreement, Towards 2016. Part of the Agreement uses a lifecycle framework to address challenges for each of four lifecycle stage. They are children, people of working age, older people and people with disabilities. The role of the Third sector in developing strategies for improved services is underlined.

UK Government	
Policy Drivers	<p>Specific coalition commitments:</p> <ul style="list-style-type: none"> <li>• support the creation and expansion of mutuals, co-operatives, charities and social enterprise, and enable these groups to have a much greater involvement in the running of public services’.</li> <li>• give public sector workers a new right to form employee-owned co-operatives and bid to take over the services they deliver.’</li> </ul> <p>Wider agendas:</p> <ul style="list-style-type: none"> <li>• Efficiency and reform, including enabling charities, social enterprises, private companies and employee-owned co-</li> </ul>

	<p>operatives to compete to offer people high quality services</p> <ul style="list-style-type: none"> <li>• Big Society</li> <li>• Decentralisation</li> </ul>
Funding	<p>Commissioner training</p> <ul style="list-style-type: none"> <li>- The National Training Programme for Third sector Commissioning has now finished. Funding was £1.59 million for two years, ending in March 2011. Funding has been confirmed in the current CSR for a programme designed to support public service commissioners (format of the programme currently in development)</li> </ul> <p>Support for Public Sector Workers to form their own employee-led organisation</p> <ul style="list-style-type: none"> <li>- On 5<sup>th</sup> December 2011, the Minister for Cabinet Office launched the £10million Mutual Support Programme to provide business and professional services to groups of staff or existing mutual organisations. The support programme is made up of a Mutuals Information Service website (<a href="http://www.mutuals.cabinetoffice.gov.uk">www.mutuals.cabinetoffice.gov.uk</a>) and hotline, and access for professional support.</li> </ul>
Infrastructure Support	We work closely with key strategic partners.
Partnership Arrangements	<p>As part of the Government's commitment to support the innovation and entrepreneurialism of front line staff, the Government launched the Mutual Pathfinders – led by public sector staff who wanted to take control of their own services. They are trailblazers for the rest of the public sector – helping Government understand, by learning from the front line, what type of support and structures will best enable the development of employee-led mutuals on an ongoing basis. 21 Pathfinders have been announced. Pathfinders receive mentoring and pro-bono support from some of the country's most successful businesses and leaders in employee ownership models.</p>

	<ul style="list-style-type: none"> <li>- Every Government department will put in place a 'Right to Provide' – a right for public sector workers to take over the running of services. These rights will not be uniform across departments because each department's requirements will be different, but the Rights will be as far reaching as possible. It will be for departments to set out areas which cannot be mutualised, for example because of security implications.</li> <li>- Professor Julian Le Grand has been appointed to Chair a Mutuels Taskforce working across the public services to champion and support entrepreneurial front line staff. In addition, Stephen Kelly has been appointed to support the creation of mutuels from existing service teams within central government departments.</li> <li>- The Modernising commissioning green paper was published at the end of 2010. This will feed into the wider Opening Public Services White Paper due to be published shortly.</li> <li>- Government is supporting the Chris White Private Members Bill on Public Services (Social Value).</li> </ul>
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## ANNEX 2

### TOP PRIORITIES FROM THIRD SECTOR ORGANISATIONS ENGAGED IN STUDY VISITS

#### Northern Ireland - June 2010

**Bryson Charitable Group** has been a registered charity since 1906, helping more than 400,000 people in Northern Ireland to enjoy a better quality of life this year alone through programmes for children and youth to services for the elderly. The Bryson Charitable Trust are also serious about protecting the environment and have created a number of projects and services to reduce their negative impact including leading-edge Recycling Services, an Energy Efficiency Advice Centre and a range of education programmes to help young people understand their relationship to the environment.

[www.brysongroup.org](http://www.brysongroup.org)

**The Community Foundation for Northern Ireland** is an independent grant-making organisation. The Foundation manages a broad portfolio of funds and programmes that aim to tackle social exclusion, poverty and social injustice.

<http://www.communityfoundationni.org/>

**Northern Ireland Council for Voluntary Action (NICVA)** is an umbrella body for the entire voluntary and community sector of Northern Ireland and offers a range of services including advice, fundraising, research, policy and lobbying, training and consultancy. NICVA is governed by an elected Executive Committee which is responsible for the governance and strategic direction of the organisation. NICVA employs around 40 staff to deliver services to its membership and other organisations within the voluntary and community sector across Northern Ireland.

[www.nicva.org/](http://www.nicva.org/)

**Theme 1 - How the third sector working together can make communities more sustainable and socially cohesive.**



- Involving local communities/civic society in shaping and delivering the key public services which impact on them will underpin local sustainability and foster greater community cohesion. - **John McMullan, Bryson Charitable Trust, NI**
- *Growing participative and deliberative democracy*: reconvening of the civic forum or a new version of it, implementation of community planning, use of participatory budgeting, strong implementation of the concordat - **Seamus McAleavey, (NICVA)**
- Collaboration, through networking, of the concerns and learning at local level to generate bottom-up policy making and advocacy to influence statutory and political decision-making. - **Avila Kilmurray, Community Foundation for Northern Ireland**

## **Theme 2 - How we can enable wider civil activity**

- We need the procurement process to fundamentally change and move away from its current focus on procuring based on least risk of challenge and bring a new intelligence to commissioning that really seeks best value and local economic impact. The development of more socially focused clauses and scoring (numeric value) within the process the added value brought through delivery by local community based social enterprise will help considerably - **John McMullan, Bryson Charitable Trust, NI –**
- *A rapid and just transition to a low carbon economy*: support for the Green New Deal - **Seamus McAleavey, (NICVA)**
- Access for local groups to essential information; services; practical resources such as IT support and training; **Avila Kilmurray, Community Foundation for Northern Ireland**

## **Theme 3 - How we can enable the third sector to become part of the mainstream in service delivery?**

- To enable the 3<sup>rd</sup> sector to be part of mainstream public service delivery we need to put a presumption on Government (local & regional) to be primarily the commissioner of services not the deliverer. Such puts Government firmly into its policy role while creating space for local social enterprise to become the delivery agent. **John McMullan, Bryson Charitable Trust, NI –**
- *Growing a more civil economy*: support for increased role for Credit Unions, research into levels of illegal money lending or money lending with high interest and a programme to address this, securing finance for social enterprise. **Seamus McAleavey, (NICVA)**
- commitment to support local action, participation and inclusion in disadvantaged communities of place or of identity; **Avila Kilmurray, Community Foundation for Northern Ireland**

## Isle of Man - September 2010

**Scripture Union Ministries Trust (SUMT)** - established over 20 years ago as a local Trust on the Isle of Man. SUMT connects with local churches, primary and secondary education, and has established a gap year programme for emerging leaders. A registered Manx charity with a strong leadership team of Trustees, an executive body, paid staff, and a raft of fantastic volunteers - full time and part time.

[www.sumt.im](http://www.sumt.im)

**Ballasalla Community Partnership** – The Partnership consists of members of the Department of Social Care, Department of Health, Department of Education, Malew Parish Commissioners, the Isle of Man Children's Centre, British Red Cross, Ballasalla Primary School and the Isle of Man Constabulary. A project to deliver a community house for all ages was launched October 2010 and supports and encourages social inclusion, providing the community a place to meet up and share skills and knowledge. It also offers other organisations in the area the opportunity to utilise the project during the day for clubs/classes etc day and also provides youth services in the evenings.

**The Childrens Centre** - The Children's Centre develops, manages, and pioneers a variety of community initiatives and services aimed at enabling children, young people, and families to realise their full potential. They are an independent Manx charity – undertaking our own projects and working with others – to put children and families first. Safe and progressive communities give everyone the freedom to flourish and are vital to the wellbeing of children and their families. Their work in communities throughout the Isle of Man aims to ensure that the needs of all children, young people and families are put first, regardless of where they live.

[www.thechildrenscentre.org.im](http://www.thechildrenscentre.org.im)

**Cathedral Business Advisory Group** – The group was formed to help the church bring the Cathedral to centre stage in religious, civic and community life by creating a National Cultural venue. The group is made up of a number of business people who have offered their expertise and skills to the project as it develops and are working within 4 themes; rebranding, re-birthing, restructuring and regeneration.

**Crossroads Caring for Carers** – was established on the island in 1988. Crossroads offers support and delivers high quality services for carers and people with care needs. Their aims include improving the lives of carers, offering practical advice and support and provide services to meet local and individual need. Crossroads Caring for Carers (Isle of Man) provides more than 30,000 hours of respite care to our Island's carers. This is done by providing a diverse range of services to all ages and abilities. They employ over 50 people locally to carry out the charity's main objective of taking over the caring responsibility so that our Island's carers can have a few hours to be themselves.

[www.connect2charity.im](http://www.connect2charity.im)

### **Theme 1 How the third sector working together can make communities more sustainable and socially cohesive**

- More visibly recognise that third sector volunteers, whilst volunteers, also come (though not always) with professional qualifications and experience in many fields of both government and corporate worlds – **SUMT**
- Government continuing to work closely with organisations like the CVO to help smaller charities raise their bar and encouraging them to collaborate in order to bid for services – **Ballasalla Community Partnership**
- To enable third sector organisations to bid for further contractual work with Government – and encourage a wider policy of outsourcing across Government Departments. This can lead to clear cost savings and also a potential increase in the quality of service provision for the end user – **The Childrens Centre**
- Effective Communication with Government Minsters and officials being more proactive - Government and its officers need to be more forward in seeking to engage with the third sector projects. This would raise moral and enable the third sector to feel valued partners with a vital contribution to make. There will need to be a cultural change within government departments if the third sector

is to be allowed the freedom to flourish - **Cathedral Business Advisory Group**

- The tendering process needs to understand the difference between a Third sector provider and mainstream businesses and appreciate the added value that Third sector providers can bring. The current process overlooks these differences. Charity services underpin each other and need to be sustained, long term developments that focus on utilising fully trained, competent staffing. Awarding short term contracts undermines the staffing values of organisations and leads to uncertainty and lack of investment within the sector.- **Crossroads Caring for Carers**

## **Theme 2 - How we can enable wider civil activity?**

- Involve third sector meaningfully in discussions which will impact them – **SUMT**
- Raise the profile of volunteering and playing a part in your community - **Ballasalla Community Partnership**
- To encourage clear leadership within Government regarding future direction and the overall strategy falling out of the many plans and think tanks that currently exist on Island. These include – The Children’s Plan, Social Policy Group, Corporate Parenting Group, Children’s Committee – and many others either in writing or as a physical presence. One clear direction must be established.- **The Children’s Centre**
- The third sector should be at the decision making tables as an equal partner with voting rights on matters such as regeneration – this will not apply in all cases but there are strategic gaps at the influencing and decision making levels. - **Cathedral Business Advisory Group**
- Enable Wider Civil Activity – Current community involvement for us is limited to fundraising activities, volunteers and community helpers cannot undertake the work of a carer support worker. From our point of view communities need to be more aware of the work already being done locally. A greater awareness of the role of the Third sector and how its work complements statutory services would help the status of Third sector organisations and

those they help, thus increasing community understanding, tolerance and willingness to become involved. Carers already undertake voluntary and civil activity by taking on a responsibility for others, their contribution should be acknowledged and their own rights safeguarded - **Crossroads Caring for Carers**

### **Theme 3 - How we can enable the third sector to become part of the mainstream in service delivery?**

- Provide quality training opportunities where weaknesses (or even just gaps) are perceived.- **SUMT**
- Clear and concise channels of communication with ready identification of the contact within Government for a specific issue or subject – **Ballasalla Community Partnership**
- The priority to sustain investment in to ‘early intervention and preventative work’ with children and families Island wide but particularly the most vulnerable. For Government to resist the temptation to decrease or even withdraw funding from this area as it is problematic to develop tangible ‘outcomes / results’ in the short term – **The Children’s Centre**
- PRIME PUMP FUNDING : this is essential to enable us to unlock other funding sources such as Manx Lottery, private sector and Trusts – **Cathedral Business Advisory Group**
- Recognising the importance of social care to a community means supporting existing services and appreciating that early intervention in situations can lead to long term savings. Social care works best as a partnership between statutory, non statutory services and carers, joining up support and promoting added value through a service which the community directly contributes to. Social care should be promoted as a community effort, recognising the value of carers, volunteers, organisations and groups working together. Carers save local communities millions of pounds every year by providing unpaid support and helping others to remain in the community. Their contribution should be recognised and valued. By giving carers the support and services they need care can be kept in the community for much longer. Their contribution can be

recognised and applauded helping them to care for longer. – **Crossroads  
Caring for Carers**

## Republic of Ireland - December 2010

**The Wheel** - The Wheel is Ireland's support and representative umbrella network for community, voluntary and charitable organisations. They represent their shared interests to Government and other decision-makers and promote a better understanding by the public of them and their work. In one line –a one stop shop for and about the charity sector in Ireland. Their mission is to strengthen the community and voluntary sector, focusing on organisations who seek to create a better world. They advocate for an environment that supports voluntary activity, and work to help this flourish by supporting organisations and by representing their shared interests.

**Carmichael Centre** – set up in 1990, the Centre is the first and largest shared services centre for community and voluntary organisations in Ireland. The Centre has developed a partnership style of working with internal member charities, associates, service users, statutory agencies and subject matter experts and has developed a suite of services that can accommodate organisations of varying sizes and needs. These services are delivered both within the Carmichael Centre and on an outreach basis within organisations located across Ireland. The provision of a range of essential business and support services enable 48 resident organisations and hundreds of other community and voluntary groups to achieve their aims in a cost-effective manner. The Centre also provides a facility where the wider voluntary and community sector can meet, communicate and support each other. The Carmichael Centre operates two Community Employment Schemes and one Community Services Programme.

[www.carmichaelcentre.ie](http://www.carmichaelcentre.ie)

**Volunteering Ireland** - is a representative voice of volunteering in Ireland nationally and internationally, whose members include a wide range of voluntary groups. As an independent membership based organisation it works to inspire, promote, support and celebrate voluntary activity in Ireland and abroad.

[www.volunteerireland.ie](http://www.volunteerireland.ie)



**Volunteer Centres Ireland (VCI)** - is a membership organisation which supports and enables the development of volunteering in Ireland. Their aim is to increase the extent, range and quality of volunteering in Ireland through a national volunteering structure made up of local volunteer centres working together in a communicative and cohesive way. All volunteer centres funded by Government are members of VCI. They share a common IT database management system, allowing comparative analysis and evaluation on a county by county basis. It also provides for common evaluation and monitoring procedures. They represent the network nationally, cross border and internationally.

[www.volunteerireland.ie](http://www.volunteerireland.ie)

**Boardmatch** – set up in 2005 as an to recruit experienced individuals from the business sector to the boards of non- profit organisations. It was one of a number of initiatives endorsed by the Task Force on Active Citizenship to encourage volunteering in Ireland. Boardmatch Ireland supports the development of the community and voluntary sector (the not for profit sector) by:

- Building links between corporate, public and not for profit sectors by encouraging people from corporate and public sectors to sit on not for profit boards
- Enhancing skill sets on not for profit boards
- Developing / providing training packages for boards and board members
- Building the governance capacity of not for profit organisations

Boardmatch Ireland provides a web based matching service matching interested candidates based on location, skills and preferred area of interest, to not for profit organisations who have also registered their board opportunities.

They also offer a paid search service for non profit organisations seeking to attract professional expertise to their boards.

[www.boardmatchireland.ie](http://www.boardmatchireland.ie)

## **Theme 1 - How the third sector working together can make communities more sustainable and socially cohesive**

- Establish a new framework to support the development of a problem solving relationship between the state and the third sector leading to a stated policy of support and partnership with the sector.
- Provide multi-annual funding based on a full-cost recovery model and have separate funding streams for front line services as well as infrastructure/intermediary/network-based groups.
- Provide a new funding stream to both support collaborative working initiatives up to and including mergers as well as to develop the evidence base for the effectiveness of these types of organisations – **The Wheel**
- Move away from GDP as a measure of progress in society and towards the measurement of wellbeing. Close the gap between participative and representative democracy. Find the right balance between the State and third sector for the delivery of services – **Volunteering Ireland**
- Calculate the value of C&V sector in real terms. Develop a framework for working in partnership with C&V sector. More visible government support for both formal and informal volunteering – **Volunteer Centres Ireland**
- Bring together national federations in a proper working forum. National government to take an active interest in the sector. Improve the pool of people on voluntary boards to improve the ability of organisations to deliver - **Boardmatch**

## **Theme 2 - How we can enable wider civil activity**

- Government needs to accept and respect the difference between the representative democratic system and the participatory democratic system. Both have their respective roles in society in terms of how they 'activate' people to become active citizens, playing roles in civil society. Support the advocacy (or 'voice') work of Civil Society organisations. 'Civics' or 'citizen education' type subjects need to be taught in schools as a compulsory subject at both junior and senior cycles. – **The Wheel**
- Support volunteering and active citizenship through a volunteering infrastructure and a strategy that identifies barriers to volunteering. Devolution of power and reform of local government involving C&V sector – **Volunteer Centres Ireland**

- Make it easier for people to engage with the sector – **Boardmatch**

**Theme 3 - How we can enable the third sector to become part of mainstream delivery.**

- There is an urgent need to develop a national strategy to support and sustain the community and voluntary sector, developed in partnership with the sector. Partnership working, interdependence and the shared purposes of pursuing public benefit can underpin future arrangements. A 'public benefit' clause should be included in all contracts for service, so that the additional value of the 3<sup>rd</sup> sector service supplier can be articulated, up to an including the 'feedback loop' that they can provide to influence and improve policy. Appropriate regulation, with support to assist groups in the transition needs to be provided – **The Wheel**
- Proper funding, accountability, recognition of C&V sector and proper recognition of the mutual dependency between C&V and the state and the value and effectiveness of working in partnership – **Volunteer Centres Ireland**
- Promoting the sector. Gauging the monetary value and its contribution to GDP and its purchasing power will engage other sectors of society - **Boardmatch**

## UK Government - March 2011

### **Development Trusts Association – Known as Locality (from 01/04/11)**

The Development Trusts Association is the leading network of community enterprise practitioners and aims to encourage and help people set up development trusts and help existing development trusts learn from each other and work effectively. Development trusts are community owned and led, cultivating enterprise and developing community assets to transform communities for good. Currently has over 670 members with assets exceeding £870m and turnover of £325m of which is earned income.

[www.locality.org.uk/](http://www.locality.org.uk/)

**Shoreditch Trust** - is an award winning charitable regeneration agency, and manages a range of projects, addressing the Government's key neighbourhood renewal themes. Shoreditch Trust was established in 2000 under the New Deal for Communities initiative. This was a new way of looking at regeneration that encouraged an approach that really paid heed to how people lived their lives in their communities. The Trust retains a community focus, and is an organisation that knows the value of commercial acumen, knows that issues of access, equality and opportunity are pivotal to what they do and understands that making a broader contribution not only across Hackney and London but way beyond is part of that opportunity offer.

[www.shoreditchtrust.org.uk](http://www.shoreditchtrust.org.uk)

**Volunteering England** - is an independent charity and membership organisation, committed to supporting, enabling and celebrating volunteering in all its diversity. Their work links policy, research, innovation, good practice and programme management in the involvement of volunteers.

[www.volunteering.org.uk](http://www.volunteering.org.uk)

**v** – is a charity that helps young people to discover the value of volunteering – for themselves and for others. It uses the power of online to inspire offline actions – offering easy-to-access opportunities and support for young people to get involved with good causes in their communities. Since its launch in May 2006, vInspired has

worked with over 500 charities and community organisations and 200 businesses to create over 1 million youth volunteering opportunities.

[www.vinspired.com](http://www.vinspired.com)

**Open Door Grimsby project** - has been designed to meet the varying needs of vulnerable people, such as homeless people and asylum seekers, and those who often find it hard to access health and social care services, despite being among the most in need. There is an activity and social centre where a wealth of services such as basic skills training and alternative therapies including acupuncture and anger management are provided. The Open Door surgery also provides access to GPs and other healthcare. The scheme is a social enterprise backed by North East Lincolnshire Care Trust Plus. It has been designed to reach out to people excluded by traditional services.

[www.opendoorcare.co.uk](http://www.opendoorcare.co.uk)

**Catch 22** - is a local charity with a national reach working with young people who find themselves in difficult situations. They work in over 150 towns and cities, with tens of thousands of young people every year – supporting young people with tough lives who are facing difficult situations. They may have had tough upbringings or are living in difficult neighbourhoods. Their programmes help to develop young persons confidence and skills to grasp solutions that are right for them; from getting back into school or into training, choosing to stay out of crime, finding a safe place to live and helping them with the skills needed to live independently after leaving care or custody. Catch 22 also encourages young people to give something back to their local communities. Knowledge gained from direct work with young people to campaign for better policies affecting them and to champion the rights of every young person, whatever they've done in the past.

[www.catch-22-org.uk](http://www.catch-22-org.uk)

**Theme 1 - How the Third sector working together can make communities more sustainable and socially cohesive.**

- We see ourselves as a regeneration, change and community investment agency. Cultural brokerage, community and social enterprise, public involvement, environmental innovation, conflict resolution and compelling community propositions are among the tools we use to work with and for communities in unleashing and maximising potential. Collaborative and partnership based solutions are the bedrock of our operation – **Shoreditch Trust**
- Greater focus on encouraging and inspiring young people to take and lead action for themselves while recognising there are other pressures on peoples lives. Foster and encourage intergenerational community activity. Lead by example – Governments should invest in their own employee volunteering scheme bringing the skills of their employees to third sector organisations and reporting back on how successful this drive has been - **v**

## **Theme 2 - How we can enable wider civil activity?**

- Invest in systems and organisations which support volunteers including development and distribution of knowledge gained through research and practice ; and access to and information about volunteering opportunities, local and national. Show government recognises the role of volunteering in helping solve social problems. Reduce obstacles and open up opportunities – **Volunteering England**
- Greater focus on encouraging and inspiring young people to take and lead action for themselves. Invest to ensure continued development of a diverse range of volunteering opportunities especially within public services. Introduce a full-time public service option for young people in response to the high levels of youth unemployment - **v**

## **Theme 3 - How we can enable the Third sector to become part of mainstream delivery**

- Treat the third sector as businesses not altruistic philanthropists. Don't make contracts too big – they disenfranchise small business. Create a contracting mechanism that enables companies to contract with the community as a whole rather than via a single sector – **Open Door Grimsby**
- Put measures in place to ensure that the third sector has the capital to bid on a level playing field with private organisations and incentivise the private and public sectors to work with the third sector when bidding for contracts. Mitigate the risks to voluntary sector organisations Of “payment by results” i.e. ensuring they have enough cash flow to start up activities. Support capacity building to improve the third sectors ability to measure impact of activities effectively –v

## Guernsey - June 2011

**Guernsey Community Foundation** – has been set up to promote philanthropy and charitable giving primarily within the Bailiwick. It aims to bring about real improvement to the island community and the lives of people most in need by encouraging and directing strategic investment of both time and resources.

It divides its efforts into 2 parts:-

- Researching, educating, influencing and working with established organisations
- Raising funds and awarding grants to local organisations and projects.

[www.foundation.org.gg](http://www.foundation.org.gg)

**Action for Children Guernsey Youth Housing** (formerly known as NCH Guernsey) - is engaged in working with young people and families. The Guernsey branch exists with the aim of reducing youth homelessness and, wherever possible, prevent rough sleeping by young people aged between 16 and 21 years of age. The organisation provides a drop in advice and assessment centre. It will provide emergency accommodation to alleviate crises homelessness amongst its target group. It will provide training flats, incorporating skills training programmes and supported move-on accommodation, as well as advice and support to remain in education or employment

**Mind (Guernsey)** –is concerned with the needs and rights of people with mental health problems and their families, and aims to help people better understand mental illness. Mind's vision is of a society that promotes and protects good mental health for all, and that treats people with experience of mental distress fairly, positively, and with respect. Mind works with communities and networks Delivering help directly to those who need it most by offering local support and access to a range of networks. These networks, in turn, inform Mind's policies and campaigns, giving a powerful voice to members of some marginalised communities.

[www.guernseymind.org.gg](http://www.guernseymind.org.gg)



**The Guernsey Disability Alliance** - builds relationships with the States of Guernsey, local businesses and the general public to help drive change that will ensure that disabled people are more fully included in island life. Membership includes representatives from over 30 local disability charities, plus individual disabled people. The group is campaigning for the introduction of a Disability Discrimination Law in Guernsey.

[www.disabilityalliance.org.gg](http://www.disabilityalliance.org.gg)

### **Theme 1 - How the Third sector working together can make communities more sustainable and socially cohesive**

- The third sector works well together, they do make communities more socially cohesive and more sustainable. The fear should be if you lose this key element by visiting upon the third sector the same disciplines and cultures as the public sector. A drive to homogenise the sector through diktat could lose the benefits currently evident – **Guernsey Community Foundation**
- The third sector works well together,
- Give the sector a tangible reason to work together – **Guernsey Disability Alliance**

### **Theme 2 - How we can enable wider civil activity?**

- Create a team of ambassadors for each locality that espouse the culture you are wishing to inculcate. People looking to lead activity rarely respond to mass advertising. A sense of ownership of the issue is essential rather than being thought of as a cog in the wheel. Ensure that issues are relevant to the locality and timely – **Guernsey Community Foundation**
- Offer real engagement not just lip service – **Guernsey Disability Alliance**

### **Theme 3 - How we can enable the third sector to become part of mainstream service delivery**

- ...care should be taken to ensure that separation is maintained between third sector delivery and main stream service delivery. If they become treated as if they are the same you may lose the distinctive elements that each offer.

Differentiation and uniqueness should be highlighted and respected. Praise for the sector rather than blind acceptance - **Guernsey Community Foundation**

- Ensure the effort required shows some real results – **Guernsey Disability Alliance**

## Scotland - November 2011

**Castlemilk Time-Banking** – aims to promote Community Involvement and to rebuild the sense of Community spirit in Castlemilk, a large housing scheme on the outskirts of Glasgow. In November 2001 Castlemilk Timebank was launched helping people to exchange skills, services and support. With 250 members the skills exchanged are the softer skills such as ironing, shopping, basic DIY etc.

[www.castlemilktimebank.btck.co.uk](http://www.castlemilktimebank.btck.co.uk)

**Haven Products Ltd** – is a Social Enterprise firm creating and sustaining meaningful employment and development opportunities for disabled people through commercial trading. Haven offers services and solutions to companies looking to outsource their production processes working with clients ranging from local companies to international blue chip firms. Haven operates from a number of key sites across Scotland delivering business services in a range of areas from packaging to component assembly to print finishing.

[www.havenproducts.co.uk](http://www.havenproducts.co.uk)

**Kibble** – one of Scotland's oldest charities and a leading social enterprise. Kibble works with young people from 8 – 24 offering a range of uniquely integrated services encompassing Intensive Residential Services, Day and Community Services, Secure Services, Full Educational Curriculum, Intensive Fostering, Integrated Transitions, Training and Employment. Kibble provides a place of safety, structure and stability opening up new possibilities for young people to play a useful part in society and prepare them for happy and fulfilled lives. **KibbleWorks** – offers training and employment opportunities for young people in care/ preparing to leave care or whose needs cannot be met within their community. The aim is to provide the young person with a fair chance for their journey into adulthood and to allow them to develop skills that will prepare them for the future.

[www.kibble.org](http://www.kibble.org)

### **Theme 1 - How the third sector working together can make communities more sustainable and socially cohesive.**

- I would ask Government to encourage and, where possible, to commit Local Authorities and Health Services to engage communities and community organisations in the commissioning process for new and re-tendered services. There is currently too much focus upon procurement and too little on new and existing service development. This would allow a coordinated, embedded and potentially more sustainable response to local service provision and meeting local need as opposed to an “after the fact” engagement - **Kibble**.
- Rationalise the intermediary landscape. Scotland is a small country and resources could be used more effectively if deployed directly at need. The diversion of significant proportions of finance towards supporting the burgeoning infrastructure of organisations who tend to place their own interests above those of their members, is a complete waste - **Kibble**.
- Recruit /second Third Sector expertise into the civil service – **Kibble**.

### **Theme 2 - How we can enable wider civil activity**

- By putting money into the community,
- More consultation and engagement with the community as to how money is spent in the community, looking at what is working in a community
- Listening to what the community want - **Castlemilk Time Bank**

### **Theme 3 - How we can enable the third sector to become part of mainstream service delivery**

## **ANNEX 3**

## THIRD SECTOR ORGANISATIONS INVOLVED IN STUDY GROUPS

### Northern Ireland

#### **Community Foundation for Northern Ireland**

Community House  
Citylink Business Park  
Albert Street  
Belfast  
BT12 4HQ  
Tel: 028 90245927  
Fax: 028 90329829  
Email: [info@communityfoundationni.org](mailto:info@communityfoundationni.org)

#### **Bryson Charitable Group**

28 Bedford Street  
Belfast  
BT2 7FE  
Tel: 028 90325835  
Fax: 028 90439156  
Email: [info@brysongroup.org](mailto:info@brysongroup.org)  
Website: [www.brysongroup.org](http://www.brysongroup.org)

#### **Northern Ireland Council for Voluntary Action (NICVA)**

61 Duncairn Gardens  
Belfast  
BT15 2GB  
Tel: 028 90877777  
Email: [info@nicva.org](mailto:info@nicva.org)

#### **Ashton Community Trust**

5 Churchill Street  
Belfast  
BT15 2BP  
Tel: 028 90742255  
Fax: 028 90351326  
Email: [admin@ashtoncentre.com](mailto:admin@ashtoncentre.com)  
Website: [www.ashtoncentre.com](http://www.ashtoncentre.com)

#### **Mount Vernon Community Development Forum**

166-180 Mount Vernon Park  
Shore Road  
Belfast  
BT15 4BJ  
Tel: 028 90775307

#### **Chief Officers Third sector (CO3)**

34 Shaftsbury Square  
Belfast  
BT2 7DB  
Tel: 028 90245356  
Fax: 028 9024 1061  
Email: [info@co3.bz](mailto:info@co3.bz)  
Website: [www.co3.bz](http://www.co3.bz)

### Isle of Man

#### **Crossroads Care**

Isle of Man Carers Centre  
35-36 Derby Square  
Douglas  
Isle of Man  
IM1 3LW  
Tel: 01624 673103  
Fax: 01624 678636  
[www.connect2charity.im/charities/charity\\_28041.html](http://www.connect2charity.im/charities/charity_28041.html)

#### **Age Concern**

19 Drinkwater Street  
Douglas  
Isle of Man  
IM1 1AT  
Tel: 01624 613044

#### **St Germans Cathedral Business Advisory Group Organsaitons**

Eyndale Avenue

#### **Isla of Man Council for Voluntary Organisation Organisation(CVO)**

35/6 Derby Square

Peel  
Isle of Man  
IM5 1  
Tel: 01624 842608

Douglas  
Isle of Man  
IM1 3LW  
Tel: 01624 678212  
Wmail: [CVO@manx.net](mailto:CVO@manx.net)

### **Scripture Union Ministries Trust (SUMT)**

Mallmore  
The Promenade  
Port St Mary  
Isle of Man  
IM9 5DE  
Tel: 01624 836048  
Email: [info:sumt.im](mailto:info:sumt.im)  
Website: [www.sumt.im](http://www.sumt.im)

### **The Childrens Centre**

94 Woodbourne Road  
Douglas  
Isle of Man  
IM2 3AS  
Tel: 01624 676076  
Fax: 01624 611927  
Email: [info@thechildrenscentre.org.im](mailto:info@thechildrenscentre.org.im)  
Website: [www.thechildrenscentre.org.im](http://www.thechildrenscentre.org.im)

## **Republic of Ireland**

### **The Wheel**

48 Fleet Street  
Dublin 2  
Tel: 01- 454 8727  
Fax: 01 - 454 8649  
Email: [info@wheel.ie](mailto:info@wheel.ie)

### **Carmichael Centre for Voluntary Groups**

Carmichael House  
North Brunswick Street  
Dublin 7  
Tel: 01-873 5702  
Fax: 01-873 5737  
Website: [www.carmichaelcentre.ie](http://www.carmichaelcentre.ie)

### **Volunteer Ireland**

18 Eustace Street  
Temple Bar  
Dublin 2  
Tel: 01- 636 9446  
Fax: 01- 672 9198  
Email: [info:volunteeringireland.ie](mailto:info:volunteeringireland.ie)  
Website: [www.volunteerireland.ie](http://www.volunteerireland.ie)

### **Irish National Organisation for the Unemployed**

Araby House  
8 North Richmond Street  
Dublin 1  
Tel: 01-8560088  
Fax: 01- 8560090  
Website: [www.inou.ie](http://www.inou.ie)

### **Boardmatch Ireland**

35 Exchequer Street  
Dublin 2  
Tel: 01- 6715005  
Email: [info@boardmatchireland.ie](mailto:info@boardmatchireland.ie)  
Website: [www.boardmatchireland.ie](http://www.boardmatchireland.ie)

## **UK Government**

### **Shoreditch Trust**

### **Locality (formerly DTA)**

Units 1-2 Waterhouse  
8 Orsman Road  
London  
N1 5QJ  
Tel: 0844 225 2051  
Email: [info@shoreditchtrust.org.uk](mailto:info@shoreditchtrust.org.uk)  
Website: [www.shoreditchtrust.org.uk](http://www.shoreditchtrust.org.uk)

## V

### **National Young Volunteers Service**

5<sup>th</sup> floor Dean Bradley House  
52 Horseferry Road  
London  
SW1P 2AF  
Tel: 020 7960 7000  
Email: [info@vinspired.com](mailto:info@vinspired.com)  
Website: [www.vinspired.com](http://www.vinspired.com)

### **Open Door Grimsby**

Advice Centre  
10 -16 Kent Street  
Grimsby  
South Humberside  
DN32 7DG  
Tel: 01472 240256  
Website: [www.opendoorcare.co.uk](http://www.opendoorcare.co.uk)

### **National Council for Voluntary Organisations**

Regents Wharf  
8 All Saints Street  
London  
N1 9RL  
Tel: 020 7713 6161  
Fax: 020 7713 6300  
Email: [ncvo@ncvo-vol.org.uk](mailto:ncvo@ncvo-vol.org.uk)  
Website: [www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)

33 Corsham Street  
London  
N1 6DR  
Tel: 0845 458 8336  
Fax: 0845 458 8337  
Email: [info@locality.org.uk](mailto:info@locality.org.uk)  
Website: <http://locality.org.uk/>

### **Volunteering England**

Regents Wharf  
8 All Saints Street  
London  
N1 9RL  
Tel: 020 7520 8900  
Fax: 020 7520 8910  
Email: [volunteering@volunteering.org.uk](mailto:volunteering@volunteering.org.uk)  
Website: [www.volunteering.org.uk](http://www.volunteering.org.uk)

### **Catch 22**

Churchill House  
142-146 Old Street  
London  
EC1V 9BW  
Tel: 020 7336 4800  
Fax: 020 7336 4801  
Email: [information@catch-22.org.uk](mailto:information@catch-22.org.uk)  
Website: [www.catch-22.org.uk](http://www.catch-22.org.uk)

## **Guernsey**

### **Guernsey Community Foundation**

3<sup>rd</sup> Floor, Nat West House  
Le Truchot

### **Association of Guernsey Charities**

Email: [mail@charity.org.gg](mailto:mail@charity.org.gg)

St Peter Port  
Guernsey  
GY1 1WD  
Tel: 01482 748056  
Website: [www.foundation.org.gg](http://www.foundation.org.gg)

#### **Action for Children**

St James Street  
St Peter Port  
Guernsey  
Tel: 01481 700218  
Email: [Guernsey@actionforchildren.org.uk](mailto:Guernsey@actionforchildren.org.uk)  
Website: [www.actionforchildren.org.uk](http://www.actionforchildren.org.uk)

#### **Guernsey Disability Alliance**

c/o Health Information Exchange  
Beau Sejour  
Amherst  
St Peter Port  
Guernsey  
GY1 2DH  
Tel: 07781 467316  
Email: [info@disabilityalliance.org.gg](mailto:info@disabilityalliance.org.gg)  
Website: [www.disabilityalliance.org.gg](http://www.disabilityalliance.org.gg)

#### **Guernsey Mind**

The Lions Mind Centre  
St Peters Port  
Guernsey  
GY1 1UW  
Tel: 01481 722959  
Email: [info@guernseymind.org.gg](mailto:info@guernseymind.org.gg)  
Website: [www.guernseymind.org.gg](http://www.guernseymind.org.gg)

### **Jersey**

#### **Association of Jersey Charities**

PO Box 356  
St Helier  
Jersey  
JE4 9YZ  
Tel: 01534 840138  
Fax: 01534 840138  
Email: [info@jerseycharities.org](mailto:info@jerseycharities.org)  
Website: [www.jerseycharities.org](http://www.jerseycharities.org)

#### **Jersey Child Care Trust**

The Bridge  
Le Geyt Road  
St Saviour  
Jersey  
JE2 7NT  
Tel: 01534 629901  
Fax: 01534 629902  
Email: [info:jcct.org.je](mailto:info:jcct.org.je)  
Website: [www.jcct.org](http://www.jcct.org)

### **Scotland**

#### **Scottish Council for Voluntary Organisations**

SCVO  
Mansfield Traquair Centre

#### **Scottish Social Enterprise Coalition**

Thorn House  
5 Rose Street



15 Mansfield Place  
Edinburgh  
EH3 6BB  
Tel: 0131 5563882  
Email: [enquiries@scvo.org.uk](mailto:enquiries@scvo.org.uk)  
Website: [www.scvo.org.uk](http://www.scvo.org.uk)

Edinburgh  
EH2 2PR  
Tel: 0131 243 2650  
Email: [admin.ssec.org.uk](mailto:admin.ssec.org.uk)  
Website: [www.ssec.org.uk](http://www.ssec.org.uk)

**Kibble**  
Goudie Street  
Paisley  
PA3 2LG  
Tel: 0141 842 3331  
Email: [infor@kibble.org](mailto:infor@kibble.org)  
Website: [www.kibble.org](http://www.kibble.org)

**Castlemilk Timebanking**  
121 Castlemilk Drive  
Glasgow  
G45 9PB  
Tel: 0141 63111888  
Email: [info@castlemilktimebank.org](mailto:info@castlemilktimebank.org)  
Website: [www.castlemilktimebank.btck.co.uk](http://www.castlemilktimebank.btck.co.uk)

**Haven Products Ltd**  
Sentinal Court  
3 Atholl Avenue  
Hillington Park Ind Estate  
Glasgow  
G52 4UA  
Tel: 0141 8825752  
Email: [matt.harley@havenproducts.co.uk](mailto:matt.harley@havenproducts.co.uk)  
Website: [www.havenproducts.co.uk](http://www.havenproducts.co.uk)

## **Wales**

**Wales Council for Voluntary Action**  
Baltic House  
Mount Stuart Square  
Cardiff Bay  
Cardiff  
CF10 5FH  
Tel: 0800 2888 329  
Fax: 029 2043 1701  
Minicom: 0808 1804 080  
Email: [enquiries@wcva.org.uk](mailto:enquiries@wcva.org.uk)  
Website: [www.wcva.org.uk](http://www.wcva.org.uk)

**Welsh Social Enterprise Coalition**  
9 Drake Walk  
Brigantine Place  
Cardiff  
CF10 4AN  
Tel: 029 2048 1104  
Fax: 029 2045 1104  
Email: [j.bennett@welshsec.org](mailto:j.bennett@welshsec.org)  
Website: [www.welshsec.org](http://www.welshsec.org)

**ANNEX 4****DEFINITIONS**

It was agreed that definitions are needed for some of the terms used in the key objectives set by Ministers for the new phase of work. Where Jurisdictions have a definition they were asked to outline both the definition and source in the table below. We have selected from these a proposed set of core definitions for the group to use and to be reflected in the final report. In some cases we have amalgamated text to come up with what we think is a good substantive definition.

	<b>Definition</b>	<b>Source</b>
<b>Social Inclusion</b>	Working across boundaries, through partnerships in active communities and as active citizens to ensure that the opportunity to access and participate in social, economic, educational, recreational and cultural opportunities and physical health services is equitable across society.	Wales
<b>Third sector</b>	<p>The third sector comprises community groups, voluntary organisations, faith and equality groups, charities, social enterprises and co-operatives. Generally speaking they are value driven, principally raising funds for social, environmental and cultural objectives, embracing social care, sport, the arts and youth work, utilising any surplus monies to further their work.</p> <p>It is vital to appreciate the considerable breadth of organisations and types of activity that the term embraces. Organisations display a range of institutional forms, including registered and unregistered charities, companies limited by</p>	IOM / Wales

	<p>guarantee (which may also be registered charities), Community Interest Companies, Industrial and Provident Societies and unincorporated associations. Each organisation has its own aims, distinctive culture, set of values and way of doing things, but they all share some important characteristics in common, being: independent, non-governmental bodies; established voluntarily by citizens who choose to organise; 'value-driven' and motivated by the desire to further social, cultural or environmental objectives, rather than simply to make a profit; and committed to reinvesting their surpluses to further their social, cultural or environmental objectives.</p> <p>We believe there is a strong case for viewing bodies with these characteristics as a distinctive sector - one that makes a huge contribution to the social, economic, cultural and environmental well-being.</p> <p>We recognise that there are different ways of describing these organisations employed across Jurisdictions. So we will adopt the term "the sector" as shorthand to describe the breadth and diversity described above.</p>	
<b>Sustainable</b>	<p>The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.</p>	Scotland / Wales

	<p>Sustainable development means enhancing the economic, social and environmental wellbeing of people and communities, achieving a better quality of life for our own and future generations:</p> <p>In ways which promote social justice and equality of opportunity; and enhance the natural and cultural environment and respect its limits - using only our fair share of the earth's resources and sustaining our cultural legacy.</p> <p>Sustainable development is the process by which we reach the goal of sustainability.</p>	
<b>Socially cohesive</b>	The bond or glue that brings people together in society to work together to achieve things which they could not achieve on their own or would do so with great difficulty.	Social Capital (Field2008) supplied by the Isle of Man Government
<b>Civil Activity</b>	The commitment of time and energy, for the benefit of society and the community, the environment or individuals outside (or in addition to) one's immediate family. It is undertaken freely and by choice, without concern for financial gain.	Join In, Get Involved: Build a Better Future. A Consultation Paper on a Volunteering Strategy for Northern Ireland
<b>Mainstream (of the third sector in service delivery)</b>	<p>To encourage further innovation in social inclusion public service delivery, particularly in:</p> <ul style="list-style-type: none"> <li>• joining up services around the citizen, especially those with complex needs</li> </ul>	Wales

	<ul style="list-style-type: none"> <li>• ways in which citizens help to design and deliver services</li> <li>• shifting interventions from cure to prevention.</li> </ul>	
<b>Civil Society</b>	The term “Civil Society” has a range of connotations, but can be understood as people acting together, alongside or independently of the state or market, to make a positive difference to their lives or the lives of others.	Cabinet Office, UK Government

**ANNEX 5****ABBREVIATIONS**

BIC	British Irish Council
CO3	Chief Officers 3 <sup>rd</sup> Sector
CVO	Council of Voluntary Organisations
FTE	Full Time Equivalent
GDP	Gross Domestic Product
INOUE	Irish National Organisation of the Unemployed
NCVO	National Council for Voluntary Organisations
NGO	Non Government Office
NPO	Not for Profit
OCS	Office for Civil Society
SCVO	Scottish Council for Voluntary Organisations
SO	Sector Organisations
SROI	Social Return on Investment
VOiCE	Visioning Outcomes in Community Engagement
WCVA	Wales Council for Voluntary Action
WSEC	Welsh Social Enterprise Coalition

## ANNEX 6

### PRESENTATIONS FROM THIRD SECTOR ORGANISATIONS AT LONDON MEETING IN MARCH 2011

#### Presentation from Wales - Wales Council for Voluntary Action and Welsh Social Enterprise Coalition

##### **Contribution of third sector to social inclusion**

Thank you for the opportunity to address the British Irish Council. We represent WCVA – Wales Council for Voluntary Action – represents and supports the work of the third sector in Wales; and the Welsh Social Enterprise Coalition, is the representative voice for Welsh social enterprise.

##### **Welsh context**

There is a long history of mutuality, co-operatives, and voluntary action in Wales, from Robert Owen, and one of the founders of the co-operative movement, to the Tredegar Medical Aid Society – offering free health in return from a contribution from its members – the model for the establishment of the NHS.

Our research shows there are now 30,000 third sector organisations working in Wales, and a recent mapping exercise identified 3,000 organisations “carrying out social enterprise activity” in Wales. With an income of £1.6 billion, the third sector in Wales involves over a million people who volunteer or help out in their community; 230,000 people who serve as trustees; and 51,000 paid employees.

##### **How the third sector working together can make communities more sustainable and socially cohesive**

Since devolution there have been measures – perhaps uniquely – that place specific duties on the Assembly Government to engage with the third sector. Both Government of Wales Acts of 1998 and 2006 require that the Welsh Assembly Government has a Scheme setting out how it will promote the interests of voluntary organisations.

The resultant Voluntary or Third Sector Scheme sets out the general principles of Assembly Government-third sector relations, including recognition of the independence of the sector and a Code of Practice for Funding; arrangements for working in partnership; and a policy for promoting community development. The Scheme provides two formal mechanisms for dialogue between the sector and government: the Third Sector Partnership Council, and bi-annual meetings between third sector representatives and the relevant Assembly Government Minister.

Through this relationship the sector brings its experience, expertise and the voice of communities of interest who have at the heart of their work, the aim to make Wales inclusive, offering equal opportunity and build on good relations amongst its citizens; the commitment to ensure that Wales' heritage and Welsh Language continues to thrive; that Wales' environment is protected and enhanced through sustainable means. A growing proportion of the sector is also addressing the impact of climate change on our communities and the wider world.

The sector also makes a considerable contribution to the development of Welsh Assembly Government strategies to support social inclusion, for example Communities First, Child Poverty, Community Cohesion, Financial Inclusion, Violence against Women, Gypsy Travellers, Older People and others. We believe engaging the third sector in the design and delivery of policies is key to ensuring they meet the needs of people and communities in Wales.

At the "business-end" of the third sector, social enterprises operate in almost every industry in Wales. Whatever they do, they do it differently from a typical business because they are focused within and on the needs of the communities they serve and are driven by social and/or environmental values. Strengthening the enterprise culture is a key element in regenerating Welsh communities. Some enterprises emerge from an identified need within the local community. Others start looking for new and innovative ways of increasing their income or ways in which they can decrease their dependency on grants. The Welsh Assembly Government's Social Enterprise Ministerial Advisory Group, a small group of social enterprise practitioners and experts acts as an advisory body and provides direct advice to the Minister on Social



Enterprise in Wales. A Community-led approach to improvement through social enterprise activity, addresses many inequalities by enhancing the level of control and influence that disadvantaged communities have over the factors that impact on their wellbeing.

Volunteering is a vital community resource. It has the potential to promote social cohesion and is sustainable on a fraction of the costs of alternative programmes delivered by paid staff.

### **How we can enable the third sector to become part of the mainstream in service delivery?**

The main focus of Welsh public service policy in recent years has been to foster a citizen-centred approach to services: an approach that strives to make services more responsive to people and communities. The independent review of local public service delivery in Wales led by Sir Jeremy Beecham in 2006 concluded that public service performance was patchy often poor, and set a new agenda for improvement. .

The Welsh Assembly Government responded with its own programme for taking forward the transformation of public services. Crucial to this was the involvement of the third sector, as part of an increasingly mixed economy helping to change the way services are designed and delivered. The programme of improvement has seen, for example, the establishment of Local Service Boards – county-level groups that focus on joint planning and delivery, with representatives from the public and third sectors.

But there can be barriers to local implementation of national policy. There is a need to ensure that third sector providers are not unfairly excluded from procurement practices, and that there is a role for grants alongside competitive tendering.

In enabling the third sector to become part of the mainstream in service delivery, there must be a clear understanding that social business must be profitable. There must be an equal determination that the focus of the business itself must be on how to help communities, excluded or under-represented groups with the profit or through the activities the social enterprise undertakes. The social enterprise model for Community-led benefit

will only work if there is the right entrepreneur at the helm, the right skills on the board and the best external support embedded.

The impact of an enterprise approach to meeting community needs depends very much on the kind of trading and the specific social enterprise legal structure. Trading should be developed when a market is there to exploit. Where there is no market or where services and goods are not sellable then another method needs to be found.

And public spending cuts of course bring an additional challenge to transforming public services. There is scope, however, to take the citizen-centred approach to improving public services further, in a way which also addresses the limited budgets available. In addition to public sector staff and budgets, there is a considerable amount of support available to individuals through families, neighbours, communities and local third sector organisations. There are opportunities to deploy these resources in a 'total service' which goes beyond traditional service provision and releases new resources, skills and energies.

This means commissioned services and self-organised support complementing each other rather than operating in isolation. A 'whole system' approach to commissioning services should be able to re-think what services are required to meet citizens' needs, taking account of all services that citizens use, many of which may be outside statutory provision.

This new approach, based on co-design and co-delivery of public services, goes beyond enabling the third sector to become part of the mainstream, and means bringing together the independent third sector and the public sector – in a redefined relationship – with the citizen and the community at the centre. There are already examples in Wales of this approach, with third sector organisations delivering enhanced services at reduced cost, by effective signposting to advocacy and advice, developing support networks, or building links within communities.

### **Lastly, turning to the question of how wider civil activity can be enabled...**

It is right that government takes a strong interest in the third sector and is committed to policies that can help the sector, in all its forms, to thrive. But

government must first understand and respect the independence of the sector.

The third sector is about citizen and community-led action: people taking responsibility for finding solutions to their own problems, initiating and managing their own services, organising in their communities of place or interest, taking practical actions to advance social justice, and lobbying for better and more appropriate provision from public bodies.

Civil society activity operates with or without the approval of government, and reflects the fundamental rights of people to organise and co-operate. It is the manifestation of active citizenship, motivated by philanthropy or mutuality.

Civil society activity is diverse and complex, characterised by debate and sometimes dissent, and therefore can be difficult for government to work with. What government can do is play an active role to enable wider civil society activity where the interests of the sector and the state coincide, and where this will provide better support and better value for people and communities.

Government can create space for civil society activity to take place, and can support and resource it. Voluntary action of all kinds is to be encouraged, from informal participation, campaigning or community action, to longer-term commitments. And more debate, outside government, can be encouraged and facilitated.

For example, in Wales, the extensive Communities First programme – a ten-year investment in community regeneration which seeks to improve the living conditions and prospects of people in the most disadvantaged communities across Wales – is at a crucial stage.

Research has shown that good community development has resulted where communities identify their own priorities and are able to act upon them. Communities succeed where they are in control and not when they feel they are delivering someone else's agenda.

One way to enable wider civil activity is to support communities to establish their own independent institutions, which can then in turn work as equal partners in delivering real outcomes which the community owns and values and is willing to mobilise around.

Building the capacity of communities, with control over their own buildings and their own futures enables them to respond to present and future demands, building civil activity and giving people more control over the services they want.

**Presentation from Scotland - John Downie, Director of Public Affairs,  
Scottish Council for Voluntary Organisations**

**How To Do Things Differently**

For Scotland to have a successful future it needs a thriving third sector.

By realising the potential of Scotland's third sector, we can create a society where more people can play a meaningful part in their communities, increasing shared concern and unleashing citizen action to transform lives, communities and the country.

The policy recommendations I will outline – based on our Scottish election manifesto, '*How To Do Things Differently*' - shows how BIC members and the next Scottish Government could transform the lives of millions and build nations equipped to face the challenges of tomorrow, by making the third sector part of the mainstream.

The by-product of implementing these recommendations: the achievement of the three BIC objectives.

**So what is the Scottish third sector all about?**

Well, it is incredibly diverse and has wide-reaching impact. From housing associations, social care providers and grant-making trusts, through to non-governmental organisations (NGOs) and social enterprises, right down to the grassroots level of residents associations, community sports and arts groups, the sector plays a vital role in shaping Scottish civil society. We build the networks and relationships that contribute significantly to Scotland's economy and quality of life, making Scotland a better place to live. We are already out there doing a lot but we could do much more. Doing more at an earlier stage and increasing people's sense of involvement in society will cost the public purse less. Voluntary action is needed more than ever as Scotland faces up to the consequences of recession and budget cuts.

The Scottish Council for Voluntary Organisations (SCVO) is the national body representing the third sector. There are over 45,000 third sector organisations in Scotland involving around 137,000 paid staff and approximately 1.2 million volunteers. The sector manages an income of £4.4 billion.

As the only inclusive representative umbrella organisation for the sector, SCVO has the largest Scotland-wide membership from the sector — our 1300 members include charities, community groups, social enterprises and voluntary organisations of all shapes and sizes. Our reach now extends to two thirds of the sector.

Our sector has long focused on preventing problems developing. We don't dictate to people, we work with them to tackle social problems before they arise — by keeping people off drugs, out of prison or out of hospital. This delivers significant savings for the public purse, improves quality of life and can avoid much greater demand and cost in the future.

In our view by unleashing the power of people as more active citizens in our communities we can fundamentally reshape public services and tackle challenges such as an ageing population, climate change and increasing inequality.

And meet the three policy objectives outlined by the BIC.

We think the third sector can contribute in these tough times by:

- Enabling people to do more to help themselves and each other
- Helping deliver better and more cost effective public services
- Empowering people to become active citizens

But it is only by working together in genuine social partnership, that government and civil society can make a difference.

We need a more sustainable economy which delivers opportunity and prosperity for all. The third sector itself makes a growing contribution to economic development in Scotland providing jobs and training for many thousands of people. But we could do even more. We can provide even better services and we can improve the lives of even more people. But some things need to change to allow this to happen. These changes will cost little and will provide substantial savings for the public purse.

To do that SCVO believes we need to focus in four key areas:

- Opening up the sector's potential
- Growing people, communities and assets
- Delivering more effective funding
- Building better mutually beneficial relationships with government

And all of this should be based around principles of prevention and co-production.

**By Doing things with people not too them.**

Prevention and co-production ideas which have been bought-into by almost everyone in Scotland but no-one – especially within Government - has yet taken significant steps to put into practice.

**The first stage to doing this is to open up the sector's potential.**

Our sector excels at delivering high quality, preventative services, but there are still many barriers to expanding our role and making better use of our experience and skills. Many of the processes being used by Local Authorities in procuring public services are not necessary in law and are counterproductive in outcome. Too often commissioners rush services out to competitive tender. They set voluntary organisation against voluntary organisation, denying them the chance to work collaboratively for more positive outcomes.

Government should encourage partnership and collaboration working rather than competition, both between organisations and sectors. We must work together across sectors to develop a new approach to service design and delivery. More efficient services can be designed and commissioned by putting service users and delivery organisations at the heart of the process. Co-production is already used routinely in many areas of the third sector. It focuses on delivering the right service to people and communities, avoiding waste and producing better outcomes.

And yes, the Government should evaluate services on grounds of quality as well as cost, using the Best Value model with public bodies.

**The answer – along with a move to prevention and co-production – is to introduce the use of Community Benefit Clauses to deliver social and environmental benefits.**

Community Benefit Clauses ensure the wider social outcomes delivered by the third sector are taken into account during the procurement process. This offers the third sector real opportunities to demonstrate the added value we bring when delivering contracts, as outcomes take precedence over bottom line cost alone.

BIC members - and for us the Scottish Government - should ensure

Community Benefit Clauses become a standard part of public service procurement practice and commissioning.

**The next stage – in our approach - is to grow communities and assets, and allow people to flourish**

Scotland's third sector helps to strengthen communities, delivering services for the public good rather than for profit or out of obligation. We support communities by enabling people to play a meaningful role in local decision making.

Whether through formal or informal volunteering, in frontline service delivery or as a trustee, people across Scotland are already playing a vital role in creating the very fabric of our society. By supporting the third sector, government can do more to help people take part in activities and decision making in their communities.

However, the capacity of third sector organisations to strengthen communities and deliver efficient and effective services depends on a number of factors. These include access to adequate and sustainable funding, physical resources like buildings or land, and the skills to run an effective organisation.

**Part of the solution to this is to increase community owned assets**

Ensuring that communities have the resources they need to thrive is essential. Physical assets such as land and buildings allow communities to be more self-sufficient, while new projects like community energy generation provide them with long-term reliable income.

Refurbishing community buildings as village hubs, community-led renewable energy and community land buyouts are just some of the many kinds of innovation that take place in the third sector.

These kinds of initiatives do two things. Firstly, they work towards a shared objective, meeting a community, individual or environmental need. Secondly, they strengthen community cohesion — the trust, networks and resilience that hold communities together — and guard against needs that would otherwise arise in a fragmented broken community.

One of the major achievements of the Scottish Parliament has been the creation of the Community Right to Buy. The success of Eigg and Gigha in running their estates shows communities have the resources and the ability to own and manage community assets. But the legislation on the right to buy



needs to be simplified to reduce barriers and encourage greater take up by communities. It should also be extended to urban areas and better support made available to all communities wishing to acquire assets.

In effect, an Urban Right to Buy

### **To do this we need more effective funding**

Creating a sustainable third sector is essential to creating a better Scotland. More intelligent funding will allow government to harness the sector's efficiency and effectiveness in service provision. But effective funding does not necessarily mean more funding.

### **A key component of an intelligent funding system is the protection of grant funding**

Many community and voluntary groups have traditionally received grants from Local Government to deliver services. It is a simple and effective way for third sector bodies to provide small-scale activities like after school clubs and environmental projects and it allows people the room to innovate and develop creative ways of meeting their community needs.

However this highly effective form of funding is rapidly being replaced by contract funding which is creating serious problems for many grassroots organisations. In many cases the cost of the contracting process outweighs the value of the grant, particularly where it involves competitive tendering. Government at both national and local level should protect small grant funding so that the third sector can continue to innovate outside the traditional service delivery model.

### **Secondly, we need to empower the local third sector through sustainable funding models**

The foundations for sustainable funding are:

- A minimum of 3-year funding as standard
- Parity of pay and conditions with frontline Local Authority employees integral to bidding processes
- A move to co-production as the default model for public services

In addition, we would recommend the introduction of some form of Social Impact Bond as a new form of investment in the third sector – we recognise

the amounts will be small to the overall total funding but it will innovative and have a key role in helping to change the culture of how we do things.

**Another key aspect for change is: Building mutually beneficial relationships with government**

Third sector organisations range from multi-million pound charities to volunteer-run community groups so relationships with government are many and varied.

From engagement at a national level with activities like consultations and running pilot programmes, through to contractual relations with Local Government, the third sector already plays an important role in decision making and planning. But more can be done to harness our passion and potential.

There are two keys ways to make this happen.

**Total Place**

The Total Place model offers a useful way of creating efficiency savings in public service delivery by aligning government spending across all departments. By focusing that spending on prevention, the long-term costs of providing public services can be reduced. This sort of alignment should focus on areas like social care, primary care, justice and benefits spending.

**Social partnership**

We want the Scottish Government – and would recommend to all BIC members – to enshrine the principle of collaborative working by creating a social partnership for Scotland. This would bring together government at local and national level with the private sector, trade unions, faith groups, voluntary organisations and others to develop both medium term strategic plans and annual budgets.

Such a partnership would allow civil society to participate fully in planning and delivering a more equal, just and happy society. By including the full range of social partners in the creation of government strategy and budgets Scotland will be able to meet the challenges that it faces more effectively.

In effect, a national total place

## Collaboration in action

I want to end on a positive example of collaboration between the sector and Government in action.

An example of a successful third sector approach which could be grown and developed is our sector's response to the growing problem of unemployment. One of the key recommendations in the SCVO manifesto is to create a Scottish employability programme.

The SCVO-led Third Sector Consortium in Scotland was created in 2009 in response to the UK Government's Future Jobs Fund. So far the consortium has helped over 2100 young and long-term unemployed people to find meaningful work. The Third Sector Consortium demonstrates our potential to provide excellent services by working together and with other sectors to deliver positive results.

After much hard lobbying work and behind the scenes discussions, the Scottish Labour Party announced its intention to create a Scottish Future Jobs Fund at its conference last autumn – based on a model supplied by SCVO.

But as this is an election year in Scotland, and as you would expect politics then came into play.

On the 7<sup>th</sup> of February SCVO's Chief Executive Martin Sime met with John Swinney MSP, Cabinet Secretary for Finance & Sustainable Development, at which he asked SCVO to produce an outline of a jobs fund based on our Third Sector FJF Consortium, to be run by the sector.

We put together a up-dated proposal for a Scottish Jobs Fund which then formed the main element of an jobs and apprenticeship offer John Swinney made to Labour, as part of the recent Scottish budget negotiations.

While politics meant Labour did not in the end accept his offer, the Cabinet Secretary's compromise announcement in his budget speech on the 9<sup>th</sup> February mentioned ***a new initiative to create employment opportunities for those struggling to get into the Labour Market***

Then after some co-production negotiations with officials – including BIC's Co-Chair Christine Carlin - on the detail, the First Minister and Cabinet Secretary announced on the 17<sup>th</sup> of February, Community Jobs Scotland: £10 million to support 2000 young unemployed people into work to be delivered by the third sector.

**SCVO welcomed the announcement as a “win-win” – as investment in the capacity of third sector organisations and an opportunity for real employment for 2000 young people.**

**Conclusion:**

The reality is at the moment all of above relates to the reform of public services and mainstreaming the third sector in service delivery, as well as the three BIC objectives.

As I said earlier we believe it's about taking a preventive approach and adopting co-production as the default position in the commissioning of public services.

Alison Elliot, our Convener is a member of the Scottish Government's Christie Commission, which is looking into the future delivery of public services. Martin Sime – our Chief Executive – is also an expert advisor for one day a week

At SCVO we strongly believe that **public services doesn't automatically mean public sector.**

It is our number one issue and the considerable amount of our time lobbying on this issue is because in our view the third sector can transform public services because we can provide:

- Better engagement with service users
- Offer different and creative solutions which better benefits to service users
- Have a focus on long-term sustainable outcomes

That's one reason SCVO's State of the Sector campaign focused on the positive work - and not the cuts facing some - organisations throughout Scotland.

To showcase the innovative and cost-effective work, being done by charities, social enterprises and voluntary organisations in delivering public services.

Our conclusion is that partnership, collaboration and co-production are the only way forward - the old-fashioned, top-down, take-what-you're-given model of public services needs to go.

It is why SCVO structured our manifesto as a series of asks and offers.

- What Government needs to do, and

- What the third sector can use its knowledge and experience to do

**It's not now about doing things differently it's about HOW we do things differently – together.**

Further details about SCVO can be found at [www.scvo.org.uk](http://www.scvo.org.uk)

### **Presentation from Scotland – Gerry Higgins, CEIS / Scotland Social Enterprise Coalition**

The following points were made in discussion:

- CEIS are an infrastructure organisation that support social enterprise, for example organisations that provide training to people with autism to work in software development where their particular skill set is highly valued.
- In this area there is a frustration as the Government has shifted its welfare initiatives from Workstep to Workchoice which is a less flexible procurement structure.
- There has been a significant increase in public bodies wanting community benefit clauses built into their procurement agreements. This is seen as a quick win with little effort from the public body for big community benefits.

## Presentation from Guernsey

# Guernsey

Association of Guernsey Charities  
David Farrimond

Guernsey Community Foundation  
Stuart Falla

BIC Social Inclusion 4 March 2011

## Setting the scene

- The Guernsey Context
- The Association of Guernsey Charities
  - 1985
  - 250+ members
  - Forum
  - Lottery
  - Lobbying
  - Not a regulator

## Working together to make communities more sustainable and socially cohesive

- Sharing resources
- Consolidation
- Identifying service gaps
- Lobbying and liaison with Government
- Example: The Guernsey Disability Alliance

## Enabling wider civil activity

- The Guernsey Sports Commission: promoting civil activity and making communities more socially cohesive
  - The Genats Estate
  - Teams of volunteers
- Philanthropy: The Guernsey Community Foundation
  - Overview
  - Research Project

## Enabling the third sector to become part of mainstream in service delivery

- How far do we want to go?



## Guernsey third sector mainstream service delivery

- Under service level agreements with government:
  - Independent Domestic Violence Advisory Service
  - Youth Housing
  - Drug and Alcohol Services
- With grant funding:
  - Refuge
  - Relate

### Guernsey third sector mainstream service delivery

- Supporting individuals to purchase care:
  - Long-term care scheme and Maison L'Aumone / Maison De Quetteville
- Minimal/no government assistance:
  - Les Bourgs Hospice
  - Guernsey Cheshire Home

### How do we enable the third sector?

- More partnership working e.g. strategic alliances with government, involvement in planning
- Government third sector advisor/coordinator
- Encourage businesses to give staff time for free e.g. to provide accountancy, legal, IT advice
- Reward corporate social responsibility
- Light touch regulation
- Hopefully research project will tell us more



## **Presentation from Republic of Ireland - Irish National Organisation of the Unemployed**

I appreciate the opportunity to attend and participate in this meeting.

The Irish National Organisation of the Unemployed (INOUE) is a federation of unemployed people, unemployed centres, unemployed groups, community organisations and Trade Unions. We represent and defend the rights and interests of those who want decent employment and cannot obtain it. We promote and campaign for policies to achieve full employment for all. We also campaign for an acceptable standard of living for unemployed people and their dependents.

The scale of the challenge presented by mass unemployment in Ireland is unprecedented. Never before have so many people, in such a short period of time, joined the Live Register which currently stands at 439,200 (up over 250,000 in 2 years). Long-term unemployment currently stands at 160,544, (up 56% in one year).

Because of the time constraints, I have focused on two of the three questions – How the third sector working together can make communities more sustainable and how we can enable the third sector to become part of the mainstream in service delivery. I am, however, conscious of the role volunteering can play in creating opportunities for unemployed people to get involved in wider civil activity.

- **How the third sector working together can make communities more sustainable and socially cohesive**

The third sector already plays a key role in contributing to sustainable and socially cohesive communities. This is done through a wide range of community organisations, voluntary services and social enterprises. Undoubtedly, the sector can play a greater role. However, the impact of unemployment on local communities, particularly in areas of social disadvantage has been severe. Cuts to social welfare and other supports in recent budgets coupled with reductions in funding to community based organisations has resulted in significantly reduced resources being available both at an individual and organisational level. This presents huge challenges in terms of sustaining and maintaining socially cohesive communities.

From an unemployed perspective the fundamental issue is the lack of jobs. Whilst unemployment has affected most communities, the communities affected most are those that struggled for years to secure the necessary resources to maintain and develop local services and supports.

The community, voluntary and social enterprise sector has a vital role in addressing the current unemployment crisis. The sector is a major employer in its own right. The sector also has a key role in the provision of opportunities for longer-term unemployed people to break the cycle of unemployment by participating in work experience, training and development opportunities through involvement in a range of active labour market and other programmes. Many of these programmes are either solely or substantially delivered through the community and voluntary sector on behalf of the state. Over the last two decades, the sector has developed experience and expertise in formulating local community based responses to unemployment. This experience and expertise needs to be further recognised and supported by the state.

The third sector has responded to the changing context and has significant scope to further develop its capacity to respond quickly to changing and emerging needs. However, this can only take place if the sector has the resources, both human and financial, to facilitate innovation and to appropriately respond to the increasing pressure to deliver key services to communities. Increased collaboration between the State and the sector and between third sector organisations is essential.

It is crucial that community organisations are able to deliver as a base for community services - supporting community activities through developing, innovating and expanding their role as both advocates and services providers and through the creation of social enterprise initiatives that will directly impact on job creation and sustain communities at local level. In particular, there is a need to support social enterprises through investing in public sector contracting. There is also a need for greater financial aid, with particular emphasis on enterprise development start-up and capital aid. Access to credit for community, voluntary and social enterprises is important and Credit Unions and other social finance providers have a vital role in delivering available finance.

Collaborative working has become embedded throughout the sector. This includes local groups working collectively with local agencies, employers and trade unions through local partnership development companies and various other local mechanisms or initiatives. Scope exists to build on existing linkages and it is important that opportunities for greater collaboration are explored. In particular, ensuring that sharing of information (of what is and is not successful) and expertise to develop the sector's capacity and training needs is vital. There have been many examples of innovative programmes and projects delivered on a small scale or pilot basis that have never been mainstreamed. It is critical that we capture these successes and failures and ensure that the learning is available

The third sector cannot respond to the new challenges without an increased and more sustainable approach to funding. It is unlikely that the sector can have sustained success if it is seen as a cheap option or funded only for the short-term.

### **Policy Recommendations**

- Provide sufficient, sustainable, multi-annual funding.
- Build on the collaborative working that already takes place at different local levels.
- Develop the employment potential of the sector
- Grow the potential of community and voluntary local infrastructure in the areas of meeting local training needs etc.
- Mainstream successful pilot initiatives. Ensure the learning from both successful and unsuccessful small scale initiatives is retained.
- Support the sector to further develop its innovative capacity to respond quickly to changing and emerging needs

### **How we can enable the third sector to become part of the mainstream in service delivery**

In a number of key areas, the community and voluntary sector is already part of the mainstream in terms of service delivery. As mentioned earlier, key parts of the state's labour market intervention programmes are delivered almost exclusively through the sector.

One very important step to enable the sector to further become part of the mainstream would be for the Government/State to actively promote the value of the third sector.

It is important that the state should recognise, understand and respect the ethos of the third sector. Many organisations feel that their role is not well understood by statutory funders and that their value, contribution as service delivers, advocates and policy developers is neither valued or recognised. Many community and voluntary organisations have built up excellent relationships with their local community and it is important that the integrity of these relationships is maintained through recognising the sector's role. While many institutions have experienced crises such as banking, the church etc, third sector organisations are generally very well perceived. Research shows that the sector commands more trust than public bodies amongst people who are experiencing disadvantage. There has never been a better time for the state to facilitate a greater role for community, voluntary and social enterprises. These areas include increased advocacy and information roles in addition to increased local provision of programmes, training and services.

It is important that the trust in third sector organisations is not undermined. For example, in relation to new labour market activation programmes, for the sector to become involved at a 'control or monitoring' level would have a hugely detrimental impact on the level of trust between the local community and local community based organisations resulting in community and voluntary sector organisations being seen as simply another arm of the state. The sector is not just a service provider. Its role in empowering people and "giving a voice" is equally important. These attributes are vital to improving communities and individual lives. It encourages parental involvement in schools, patient engagement in health and worker participation in employment.

Any tensions that exist in terms of the sector being a key agent for social change through issues/advocacy based approaches and the sector being a

key service provider need to be resolved. The state needs to give greater recognition to the fact that the sector has a key role in tackling unemployment both at a service delivery and policy level and provide the necessary resources for this to happen.

A key issue for me, in my role as Vice-Chair of the Community Sector Employers' Forum (CSEF) is the role of the state as a type of 'shadow employer' in the sector. The purpose of the CSEF is to improve the quality of employment in the community sector by developing a strong employers' voice which can make representation to Government and engage with other employer bodies and trade unions. The Forum also provide advice and support to employers on employment law and good employment practice. The CSEF is currently undertaking work on the nature of the relationship between the community and voluntary sector and the state in relation to employment issues ultimately with a view to establishing a framework for governing these relationships.

The following are some of the key principles or tenets that a framework between the state and the third sector could underpin.

- Recognition of separate roles
- Mutual trust, respect and partnership working
- Commitment to resourcing the sector
- Appropriate regulatory framework
- Preparedness to work collaboratively
- Flexibility to meet changed and emerging needs
- Clarity about the roles and requirements of the third sector and statutory bodies in relation to funding
- Accountability
- Mechanisms for disputes resolution

Successful social economy organisations can play an important role in helping deliver many key governmental policy objectives by:

- Helping to drive up productivity and competitiveness;
- Contributing to socially inclusive wealth creation;
- Enabling individuals and communities to work towards regenerating their local neighbourhoods;

- Showing new ways to deliver public services; and
- Helping to develop an inclusive society and active citizenship

Different analyses have focused on how the social economy can develop. It is necessary to establish the institutional factors and linkages to promote the social economy. This includes ensuring that public sector contracting to social enterprise companies will be promoted and dealt with at a national level.

### **Policy Recommendations**

- Recognition of the central role of community and voluntary organisations and Social Enterprises
- Actively promote the value of the third sector
- Recognition of advocacy/independent role for third sector organisations in addition to its capacity as service provider, employer etc
- Establish a framework for governing relationships and resolving issues between the community and voluntary sector and the state (including in relation to employment issues)

I would like to again take the opportunity to thank the Council for the invitation to address this meeting. I look forward to seeing the Council's recommendations in the outcomes and I hope that these policy recommendations will help inform the final report to Ministers. I would be delighted to further discuss any of the recommendations and points raised in this INOU paper with Council members and members of the other third sector organisations present. I look forward to our continued involvement in this process.

John Stewart

**INOUE Co-ordinator**

[www.inou.ie](http://www.inou.ie)

### **Presentation from Isle of Man - Council of Voluntary Organisations**

Members of the Social Inclusion Group are aware from their visits to the Island that the Isle of Man has a very diverse and active Third Sector comprising in excess of 600 voluntary, community and faith organisations together with many more charitable, sporting and cultural organisations which have not been formally registered as such.

The Island is rich in Social Capital through networking and partnership working across the community with many unquantifiable benefits which improve the quality of life for many people. With over 10,000 people volunteering in one way or another out of a population of 80,000 there is a real sense of togetherness. In addition from a financial perspective the sector contributes around £82 million per annum to the Island's economy. Without the very real and practical contribution from the Third Sector, which regularly punches above its weight, the Government would have to shoulder a much heavier burden of social responsibility which would represent a disproportionate burden on its economic stability.

Whilst many of the organisations making up the sector have proud histories extending over 100 years the Council of Voluntary Organisations itself is very much a fledgling organisation having been formed as recently as 2007. With strong and sensitive leadership it has quickly become a unifying force and recognised voice of the Third Sector. Displaying a maturity beyond its years it acts a driving force in shaping the future of local policies working closely with Government and engaging a both executive and political level. It has been said that everything happens for a purpose and if the Council had not been formed four years ago and matured so quickly the sector would not have been in the position it finds itself today in partnering with Government to address the current substantial issues, which the Island, along with other jurisdictions, faces in the early years of the 21<sup>st</sup> century.

It is not coincidental that the multi agency Third Sector Strategy Group which brings together Government and third sector leaders as a think tank to progress issues on a collaborative basis was established around the same time. The two bodies share the motto "Together we Can Achieve" and this approach is bearing fruit.

It is against this background that I present the Island's response to the three challenging, thought provoking and perhaps controversial questions you have posed to us. I am sure that it is not accidental that these may be described as such.

The first question we were asked to address was **How the third sector working together can make communities more sustainable and socially cohesive.**

In order to effectively respond to this question we need to have a clear and agreed understanding of what we mean by the words "community" and "socially cohesive".

Whilst defining communities should be a simple task in reality it is quite complex, because essentially communities themselves are complex being made up of many constituent parts. In its broadest sense a community may be defined as comprising people who reside together in one area, in which case the Isle of Man is one community, but however if we then look at the alternative definition of people coming together because of a shared interest in a particular subject or with specific skills then the Island is one community embracing a number of sub communities.

In a similar way we need to understand "social cohesion" which is generally seen as the bond or glue that brings people together in society to work together to achieve things which they could not achieve on their own or would only do so with great difficulty.

It could therefore be argued that a community is created and exists through social cohesion.

Whilst the third sector working together has a considerable role to play in such circumstances it cannot do so in isolation but must work within a framework where all members of society are included and valued for their abilities and the contribution these bring to the wider community. We must not be divisive or discriminate on any grounds.

The third sector is seen as being non judgemental and brings together many of the more vulnerable or marginalised sections of the community and indeed can act as the catalyst for forming or maintaining communities.

In terms of social care, in which area a considerable amount of the third sector contribution is made there needs to be appreciation of existing services



and a recognition that if we are to maintain such communities early intervention is essential not only in order for the community to continue but to effect long term savings.

In relation to my own speciality of carers, which may be regarded as a community, in order to maintain their social cohesion we need to ensure they are recognised and valued for their contribution, both financial and in the enhanced quality of life they give to others. They must also be recognised in their own right and given the support they need. In this connection they reflect the same sustainability needs as any other community.

In order to maintain communities, and this goes hand in hand with social cohesion, volunteers, statutory services and third sector must work together, with an agreed strategy and action plan.

We were then asked to consider **How we can enable wider civil activity**

Again a thought provoking question which requires greater understanding of what we mean by “civil activity” in order to provide an adequate response.

Whilst it is difficult to source a precise definition for the sake of responding on this occasion we have regarded civil activity as citizens within society coming together to undertake tasks or deliver services to individuals or communities with whom they may not otherwise engage.

In other words we are asking people to consider stepping outside their comfort zone for the wider benefit of their fellow man. Is this then what we would regard as volunteering to become involved in something other than the “day job”?

In today’s complex and litigious society it is becoming increasingly difficult to use volunteers in many roles, and volunteers are equally reluctant to take on such roles unless they feel properly trained, equipped and supported.

In the Isle of Man we are fortunate to have a vast army of volunteers who assist in charity shops, fund raising and the promotion of sporting events. We also have significant numbers who act as trustees of charities or committee members giving up a significant proportion of their free time to do so.

There needs to be a greater awareness of the role of the Third Sector, how it works, complements statutory provision and the vast diversity of what it does and who it supports.

If organisations are to engage individual citizens in wider civil activity they must ensure that they have a clear vision of what they as an organisation are seeking to achieve and the role which they are asking the volunteer to undertake. Those roles must be properly risk assessed and appropriate and proportionate action taken to address those identified. Proper and again appropriate and proportionate training must be provided and the necessary support mechanism put in place. We must ensure that they are valued and we celebrate their contribution and success. Volunteers are frequently lost because we fail to do so.

Government can play an important role in this by encouraging and supporting volunteering, celebrating its contribution to the community, recognising its cost effectiveness and promoting Volunteers Week and Investing in Volunteers.

A good example of this is the Isle of Man Government's sponsorship of a comprehensive third sector training programme.

Finally we were requested to comment on **How we can enable the third sector to become part of the mainstream in service delivery**

In his address to the House of Lords last year to mark a decade since his appointment as CEO of ACEVO Stephen Bubb reflected on part of King George VI Christmas message of 1946 when he spoke about the future role of charities, and yes this was being discussed over 65 years ago, and said "We must consolidate what past generations have achieved for us". Bub went on to consider how we have built on that heritage and in particular the relationship between state, the individual and third sector in the delivery of services and for the need to have a clear view as to how the three elements interact and their respective responsibilities.

Over the years the role of the third sector has undoubtedly changed from what might have been regarded as that of advocacy and filling the gaps which statutory services could not fill. There were also those who held the view that if statutory services reduced charitable services would expand in order to fill the void thus created. Happily that no longer exists and we have a professional and regulated third sector delivering high quality services on par with colleagues in the statutory sector.

The third sector now fulfils a dual role and in order to deliver services effectively there needs to be cooperation, respect and acknowledgement of

the added value which the third sector, with its reduced central cost, can bring to the individual and that value cannot and must not be expressed in monetary terms but gives full cognizance to the increased quality of life which it brings to the individual.

An effective partnership between the sectors is essential if we are to continue to deliver high quality services which respond to identified need but we must ensure that this is a true partnership of equals where there is open dialogue and lack of fear. There needs to be a clear understanding of what statutory providers are expected to deliver and what complementary services the third sector can provide. Where there is a recognised need for Government to provide services then this can be achieved by contracting with the third sector at full cost recovery, and it must be recognised that there need to be built in margins for research and development. Contracts must be of reasonable duration if they are to be deliverable.

The third sector members must ensure that they are well governed, sustainable, deliver against cost and service specification, forward looking and proactive.

Statutory bodies can support the third sector to be part of main stream delivery, and the third sector has an appetite to do so, but it must be on the right terms.

## **Presentation from Jersey**

### **JERSEY**

The contribution of the Third Sector in promoting Social Inclusion



### **Policies for Promoting Social Inclusion The Problem in Jersey**

Social Inclusion can only work if there is effective coordination between the beneficiaries, government, the Third Sector and (where appropriate) the Private Sector.

The necessary components to make this happen are:

- An acceptance that coordination is required
- An understanding of the role that each party plays in delivering social inclusion
- Mutual respect between all parties

### Policies for Promoting Social Inclusion The Problem in Jersey

The current position in Jersey based upon perception and anecdotal evidence is ....

Jersey is generally 'behind the game' when it comes to the coordination of Third Sector activities and we need to work on this at a high level before we can have effective policies in specific areas ....

- There does not appear to be any formal strategy to improve or promote Social Inclusion in Jersey
- Government gives more credence to its partnerships with the Private Sector than those with the Third Sector (e.g. contracts with a profit element vs. 'cost only' SLAs)
- The Third Sector appears to be seen as a low or no cost option for handling some social problems without any recognition that without the Sector's cooperation the functions performed would revert to the Government (an outsourcing relationship is required)
- The Island's Strategic Plan appears to marginalise the Third Sector without any acceptance, acknowledgement or planned involvement for resolving some of the Island's issues.

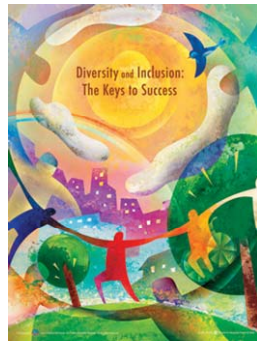
### Multi-agency Parenting strategy 2008- 2011and beyond.....

- Input from 65 agencies ( 3<sup>rd</sup> Sector & public sector working together)
- Outcomes on ;Training, Information, Services and Evaluation.
- Ensures communities are sustainable and socially cohesive

### Example of Working together on a project whilst promoting inclusion



## Focus on



## Volunteer in action

"As well as making a difference in our community it has proved a great way of meeting new people, learning new skills and putting existing ones to a good cause. Any one can volunteer and everyone has something to offer"



### Impact of working together

#### What's in it for the Public and Third Sector.

- Promotes understanding between partners through consultation and involvement
- Joined up working = less overlaps
- Joint training and sharing of resources and skills ensures a better place to work and learn
- Better outcomes for families stronger communities
- Less waiting time for families i.e. 3<sup>rd</sup> sector partners freedom to respond to communities needs quickly
- More opportunities for meaningful volunteering opportunities
- Better relations = better planning= better services(part of mainstream service)

### Proposed Policies for Promoting Social Inclusion The Problem in Jersey

Our proposed policies for the promotion of Social Inclusion in Jersey are:

- The appointment of a government minister with responsibility for the Third Sector in Jersey
- Formal recognition in the Island's Strategic Plan of the need to promote Social Inclusion
- Introduction of a 'Compact' between the Government and the Third Sector that enables and promotes Social Inclusion and acknowledges that this is a governmental responsibility that cannot be abrogated
- A review of the basis of SLAs in Jersey with a focus upon delivering sustainable projects
- Legislation to ensure that the Third Sector in Jersey is appropriately regulated as a means of improving standards

## **Presentation from Northern Ireland – CO3**

CO3 Chief Officers 3rd Sector is the coming together of third sector leaders, to strengthen our leadership, our sector and our society in Northern Ireland. With over 250 members and operating for over 25 years, we are a mature and strategic organisation which ensures that the communities and service users that we work for, are well served.

Our members lead a wide range of organisations; from charities, social economy organisations and partnerships, to community, faith-based and voluntary organisations. We use the term third sector to describe the breadth of our members' work. Members work across all policy areas and connect to all government departments, to offer considerable expertise, services and innovation. Our members lead organisations that contribute resources and investment in public services, employ tens of thousands of people and have a considerable asset base to help strengthen the economy.

### **The third sector in Northern Ireland**

NICVA's [State of the Sector V](#) indicates 4,700 organisations, an income of £570.1million, estimated assets of £737.5million a workforce of 26,737 and approx 90,000 volunteers. Northern Ireland has enjoyed a strong and active third sector that has played a very important role in building communities and providing services over the decades of conflict. The sector is a substantial part of the sector in Northern Ireland. Engaging in the growth of the sector can make a substantial impact on the community in Northern Ireland.

In responding to the following question it is important to state that the sector is under enormous pressure with the beginning of reductions in funding, and huge increase in demand for services in Northern Ireland. The pressure on the workforce and volunteers in the sector, as well as its leaders and voluntary trustees, is the worst I have experienced.

### **How the third sector working together can make communities more sustainable and socially cohesive**



Northern Ireland's strong third sector has contributed significantly to sustainable and social cohesive communities. This has meant that we now have a sophisticated body of practice in support of those in the front line in communities. There has been a massive change in the profile of the community in Northern Ireland and the third sector has been at the forefront in building sustainability and cohesion, through this period of change. The sector's response to this and other emerging issues underlines the importance and the contribution of the sector. There is no doubt that the economic challenges and the swift changes in our societies will produce new responses from the sector in the future.

It is important to state that communities require infrastructure to support and enable them to work together and ensure good practice and compliance with regulations. This also includes support to enable good volunteering; training and capacity building; research and evaluation to understand what's working and what isn't working; capacity to advocate effectively for communities as well as physical space and resources to support programmes and activities. With an effective combination of strong local involvement, good leadership and a clear vision, communities can grow. The [Ashton Centre](#) was conceived as a community initiative in 1985, where the local community contributed a small fee per week to establish a centre to meet the needs of their community. The current Ashton Centre opened for business in 1991 as a Centre for Enterprise and Community Development serving the New Lodge area of North Belfast, operating out of new premises which had been built through grant funding and loans from International Fund for Ireland and Community Economic Regeneration Scheme, as well as the proceeds of a share issue to local residents. Ashton Community Trust (ACT) is a registered charity and was formed in 1992 under a trust deed, before being established as a company limited by guarantee in 1998.

Over its 14-year history the Ashton Centre has reacted to the needs of the local community and the emphasis of the work has shifted accordingly. The initial phase as a community co-operative gave way to a greater concentration on economic, social and business development. Over the past 10 years the balance has shifted towards the role of a development agency, proactive in a range of areas affecting the local community, such as employment, health,

education and social needs. At all times the Ashton Centre has maintained a community development ethos, with an emphasis on responding to and serving the needs of the local population. ACT is engaged in the delivery of various projects aimed at social and economic regeneration of the local area. These include employment outreach, education and training, social economy businesses, community empowerment, and childcare.

There is huge capacity to link programmes on sustainability to the needs of local communities. In Northern Ireland a number of wind farms have been built that have included a local community fund to support community development in their locality. More widely, Green New Deal has potential to provide sustainability and community cohesion.

CO3, NICVA and a third private sector partner are delivering a new service in Northern Ireland, called Collaboration NI, which is a multifaceted project to enable collaboration. This will be an important resource to help communities to work together.

## **Recommendations**

- There should be greater acknowledgement of the range and quality of services provided by the third sector, its contribution as an employer and funder of services, and the essential contribution of volunteers in adding value to society. This contribution is all the more important in this very difficult funding environment. This is linked to effectively implementing the Concordat in Northern Ireland
- Local communities should have the right to come together on issues of common concern, with appropriate support and resources to allow them to work together to address issues in their communities.
- Local and regional infrastructure should be resourced to enable good practice, support communities to address policy issues affecting their communities and to build cohesion across communities. The work to establish professional and quality standards in the third sector should be maintained.
- Projects that tackle sustainability and social cohesion, such as Green New Deal, should be supported.

- There should be support to reduce the number of single identity projects in communities across Northern Ireland.

### **How we can enable the third sector to become part of the mainstream in service delivery?**

The third sector has a long track record of providing services to the public. In Northern Ireland there has been an increasing role for the sector in developing this role in service delivery. Many third sector leaders have welcomed this opportunity and have prepared their organisations to compete for contracts and provide high quality services with added value. The Social Economy Strategy and the Social Economy Network in Northern Ireland are currently being reviewed.

There is a concern and some evidence that with the current crisis in public sector funding, that services will be moved 'in house' without a fair analysis of the implications for cost and value. Providers report the cancelling of contracts for grounds that would have in the past, not warranted ending of contracting.

Public service delivery is not the only thing the sector does or should be supported to do. The sector's role in community development, developing effective public policy, campaigning, advocacy and innovation should be equally recognised.

In enabling the third sector to become part of the mainstream in service delivery government should;

- Undertake an assessment of the further potential for the third sector's role in supplying quality services, which includes an assessment of the impact of the increased role of the third sector, which incorporates value for money, added value and quality of care, as well as unintended consequences for the third sector.
- Amend procurement practices to ensure that they are fair and accessible to third sector organisations and do not exclude smaller organisation, without sound purpose.

- The Minister for Social Development in Northern Ireland has undertaken a development of the use of social clauses. The use of such clauses should be increased.
- The infrastructure of support for social enterprise should be developed, to support organisations in going forwards for contracts.
- Ensure government develops a better understanding of costs of public services between providers from different sectors, including government.

As indicated above, there are many important aspects of the role of the third sector beyond service delivery, including advocacy and campaigning, designing and delivering innovation, developing good practice and supporting community development. The third sector should be resourced through grants as well as contracts.

### **How we can enable wider civil activity**

In Northern Ireland there has been a strong third sector with very active citizens coming together to address issues in their community or to work on shared interests. This has led to a very active society. It is important to recognise the right of citizens to free association, to come together to address issues in their community or to collectively pursue a shared interest. The economic context has created a financial pressure which has seen government actively encourage collaboration and merger of organisations. Whilst the sector should not be immune to cuts in funding, and collaboration can be very effective, the pressure to merge may stifle wider civil activity and remove attention from the existing collaborative behaviours that often yield results. A new Volunteering Strategy for Northern Ireland will be issued in the near future. Government is also reviewing the structure for third sector infrastructure in Northern Ireland and has just completed a phase of consultation on the Concordat for Northern Ireland.

### **In enabling wider civil activity**

- The Concordat should be implemented effectively across all parts of government, local and central as well as non departmental public bodies.
- This should lead to an effective framework for partnership established between government and the third sector. This partnership should be enabled by a strategic engagement between government, third sector organisations and their leaders.
- The draft concordat in Northern Ireland recognises the independence of the sector. This independence should be maintained.
- An infrastructure should be provided in the third sector to enable civil activity to flourish and develop.

### **Presentation from UK**

A presentation was provided by NCVO. The following points were made in discussion:

- There is a tension for third sector organisations between delivering contracts for Government and making representations to Government. This has been an issue for decades.
- The key for the NCVO is to make community sector organisations as independent and diversified as possible. The Compact helps with this.
- Cross border arrangements help to ensure access to EU funding, some of which is dependent on tripartite agreement with other member states (of the EU).