

# Public Document Pack



## Agenda Supplement

Dear Councillor

### **HOUSING, HEALTH & COMMUNITY COMMITTEE - MONDAY, 11TH MARCH, 2024**

I am now able to enclose, for consideration at next Monday, 11th March, 2024 meeting of the Housing, Health & Community Committee, the following reports that were unavailable when the agenda was printed.

**Agenda No    Item**

Yours sincerely



Jonathan Stephenson  
Chief Executive

Encs





**COMMITTEE TITLE: Housing, Health, and Community**

**DATE – 11<sup>th</sup> March 2024**

<b>REPORT TITLE:</b>	Voluntary Sector Grants – Core Funding
<b>REPORT OF:</b>	Eugene Minogue – Interim Director of Community and Health
<b>REPORT IS FOR:</b>	Decision
<b>WARDS:</b>	All

## **REPORT SUMMARY**

The Council allocates discretionary core funding to key Voluntary and Community Sector (VCS) organisations that provide support to our local residents. This enables the Council to ensure that we have a strong and resilient VCS which supports the Council's priorities. The Council needs to ensure with the limited amount of funding available that the processes and principles of funding are applied fairly and transparently, and they are effective in providing targeted support to those most in need.

## **RECOMMENDATION**

- R1. That Brentwood Council for Voluntary Services is funded for 2024-25 and that a further report come back to the relevant Committee once the outcome of the Essex County Council VCS infrastructure model has been determined.**
- R2. That Brentwood Community Transport is funded for 2024-25 and that a further report come back to the relevant committee once the outcome of the joint work with Essex County Council, Basildon Borough Council, Brentwood Borough Council, Brentwood and Basildon Alliance and Brentwood Community Transport has been concluded with the recommendation and next steps agreed.**
- R3. That Citizens Advice Brentwood is funded for 2024- 25 to enable alignment with the other core funding arrangements at Brentwood Borough Council and bring back a further report to the relevant committee to look at longer term funding models.**

## **SUPPORT ING INFORMATION**

### **1.0 REASON FOR RECOMMENDATION**

The VCS organisations provide key support to the residents of Brentwood, but the Council is not the sole funder for these organisations. The Council is keen to work in partnership with Essex County Council, Brentwood and Basildon Alliance and other

local authorities to ensure that we are allocating this core funding in an effective way that provides services that our residents require.

This funding is discretionary, so the Council needs to demonstrate that it is delivering value for money to its residents.

## **2.0 BACKGROUND INFORMATION**

2.1 Currently Brentwood Borough Council provides core funding to Brentwood Council for Voluntary Services, Brentwood Community Transport and Citizens Advice Brentwood.

2.2 In addition to this core funding the Council also has a discretionary funding pot – Brentwood Community Fund which organisations can apply for small grants each year.

2.3 **Brentwood CVS** – The organisation moved to Merrymeade House in 2022 where they have office space on the first floor and have the ability to hire two rooms on the ground floor for 3<sup>rd</sup> party usage which provides them with an additional income stream. Brentwood CVS pay a service charge to the Council for their demise at Merrymeade House. At the 13 September 2023 Finance, Assets, Investments and Recovery (FAIR) Committee members agreed that delegated authority for the Director of Assets and Investment to negotiate an agreement with Brentwood Council for Voluntary Services to manage weddings/civil ceremonies at Merrymeade House; and ensure that the change to the Wedding /Civil Ceremonies is clearly communicated to the public via the Council’s website.

The Council has worked with Essex Registrars at Essex County Council to get the premise licensed for weddings and there will be a transitioning period when the weddings migrate to Merrymeade House from the Town Hall. This again provides an income to Brentwood CVS. The wedding offer can also be enhanced with CVS working with the Tea Room operator for wedding breakfasts as well.

Brentwood CVS receives funding from Brentwood Borough Council, Essex County Council and Brentwood and Basildon Alliance.

In April 2023 Essex County Council announced that it was reviewing VCS infrastructure services across Essex (Appendix A) and would look to re-commission for a VCS Infrastructure model to be in place by 1 April 2024. This tender exercise was due to be completed in January 2024 with the awarding of the new contract to start on 1 April 2024. This process has been delayed and Brentwood Borough Council and Brentwood CVS are still awaiting the outcome from Essex County Council. To ensure that Brentwood Borough Council understand the impact of the new commissioning model and align any required reporting it is recommended at this stage that members agree to provide core funding for one year for 2024-25 as set out in the financial implications which is allocated within existing budgets while we await the outcome from Essex County Council.

2.4 **Brentwood Community Transport (BCT)** – Brentwood Community Transport moved to Unit 9 in the Baytree Centre at the end of 2021. They provide the following facilities:

- Social Care Scheme/ Accessible Vehicle Service (AVS) - The social car scheme is a service which provides local journeys for residents who can access a standard vehicle but are unable to use public transport. This is provided by a workforce of volunteer drivers who operate their own vehicles. The accessible vehicle service is designed for residents of Brentwood who are unable to access a standard vehicle due to disability. Brentwood Community Transport has a selection of minibuses with tail lifts and facilities for the transportation of wheelchair users.
- Minibus Brokerage Scheme - Brokerage consists of a pool of vehicles, providing groups with a chance to use a vehicle when needed without the expense of owning and running a vehicle of their own.
- 808 Hospital Shuttle Bus registered route Two buses operate a timetabled service circular route, Community Hospital, Brentwood High Street, Brentwood Station, Brentwood High Street, Shenfield Station and Long Ridings estate, Community Hospital. This runs every half hour with a term time and non-term time timetable.
- St Helen's School - This service is to provide transport for the children who are rurally isolated and unable to access public transport. This service ran during the pandemic for key worker children. It is now running back to full capacity with two vehicles servicing St Helens school assisting with relieving congestion on the roads during school start and end.

COVID 19 had a big impact on their volunteer driver numbers and in 2023 a Community Transport minibus was stolen from William Hunter Way car park. BCT have been informed that insurance will not cover all the replacement costs for the vehicle and will take between 18-24months to replace the specialised vehicle.

Brentwood Borough Council and Basildon Borough Council share the same CEO for Community Transport. Brentwood and Basildon Alliance, as part of the Age Well subgroup undertook a deep dive into transport in general to understand from residents the main issues and challenges.

Feedback from residents across Brentwood and Basildon identified the following areas that will require further work or focus:

- To improve transport networks across Brentwood and Basildon.
- To ensure all hospital appointments/GP appointments are attended/not missed due to lack of transport.
- Concerns at Brentwood Health and Wellbeing Board about missed appointments.
- All lived experience groups expressed concerns over lack of transport (to attend appointments/activity centre/green spaces)
- Lived experience need more communication around transport- what is available. What they are entitled to and access to timetables
- BCT meeting highlighted issues such as an oversubscribed service /waiting list/ turning people away/office staff need to signpost but lack knowledge.
- Funding agreement to be renewed with BCT in April 24.
- Meeting with the Essex Integrated Passenger Transport Unit (IPTU), Basildon Borough Council, Brentwood Borough Council on 27 November 2023.
  - Reviewing transport options and looking into patient transport service capacity/eligibility/signposting
  - New option or better oversight/reporting from BCT to be in place.

Essex IPTU arranged a liaison meeting with all the Community Transport schemes across Essex to understand their challenges and agree where ECC, the local authorities and the Alliance could help to develop a better service to support residents. ECC are looking at

funding for 1-2 years but after year one the service is reviewed which provides opportunity for joint commissioning.

On 15 April 2024 a transport summit is being planned by Brentwood and Basildon Alliance colleagues to discuss options going forward. This will be informed by

- Lived experience data from passengers.
- What models work and identify where the gaps are currently?
- Community mapping
- Timing of hospital appointments
- Model that could work across boundaries (district areas)
- How requests are currently triaged
- Training for drivers for passengers with more complex needs
- How can we meet the demand for services?
- Funding for the schemes

Essex County Council is sending out a partnership agreement with the Community Transport schemes but this could be a wider partnership agreement going forward.

**2.5 Citizen’s Advice Brentwood (CAB)** – Citizen’s Advice Brentwood moved into the Town Hall in 2019 as part of the redevelopment. They provide debt and advice support services. In 2022-2023 they saw over 3,000 unique clients. The highest category of support was in regard to benefits, tax and universal credits followed by requests for housing support. For 2023/24 (until January 2024) Citizen’s Advice Brentwood has supported 2,342 unique clients. Additional projects to help Brentwood residents currently include:

- Macmillan Welfare Rights – to help people suffering from cancer.
- Money & Pension Service – debt specialist service
- Income Wise65+ (new funded by Independent Age) – for anyone living in Brentwood over the age of 65 years, particular focus on benefit support.
- Warm projects, currently includes Warm Homes, Warm Start & UKPN – all helping local people deal with escalating energy costs.
- South Essex Law Clinic – providing pro bono legal advice.
- The Brentwood Community Fund project providing an outreach in
- CAB project staff continue to support pop up ad hoc events in Brentwood where possible.

CAB pay a service charge for the Town Hall accommodation. They have also provided the estimation of their added value in the table below.

<b>Value Added</b>	<b>Enhanced BBC service</b>	<b>Benefits to client</b>
Reduced pressure on staff and department time	Housing and Homelessness Department	Increased knowledge and realistic expectations of options for housing and homelessness issues
Faster resolution of issues through Citizens Advice Advisers speaking directly with officers, saving BC officer time	Revenue and Benefits Department	Complex situations explained to relevant BC officers assisting understanding and communication
Signposting to correct department, avoiding wasting staff time	All departments	Clients know who to approach, what to expect and documents to take
Independent advice on BC letters and decisions,	All departments	Clients understand decisions and their

avoiding duplication of effort and saving time		implications and have clear next steps to take
Information given on processes, procedures and timescales, reducing unnecessary telephone calls and visits and reducing pressure on staff	Revenue and Benefits Department	Client is aware of time scales and less impatient
Acting as intermediary with officers in cases such as non-payment of council tax, preventing need for tax recovery and saving council resources	Revenue and Benefits Department	Client has debt assessment, offered money management tools, help to create sustainable household budgets, agree payment schedules, put clients into Breathing Space & provide full debt advice.
Assisting with complaints resolution, reducing the number of complaints, and saving BC staff and department time	All departments	Clients understand issues and their rights and responsibilities relating to the complaint and get resolution at earlier stage.
Enriching BC work by assisting in promoting the safety of older people in their homes and in the community, including scams awareness.	Community Safety	Scam awareness campaign

CAB have also calculated three kinds of financial value:

Fiscal value: Financial savings to local and national Government due to fewer payments for out-of-work benefits, costly evictions, re-housing evicted tenants and less demand on the NHS.

For every £1 invested in Citizens Advice Brentwood they generate, £4.02 in fiscal value

Public value: When people have fewer problems they have higher levels of wellbeing, participation in society and productivity. Our calculation of public value also includes the value of a volunteer run service. For every £1 invested in Citizens Advice Brentwood they generate, £27.62 in public value.

Value to the people we help: We help individual clients to achieve individual financial outcomes like getting back-dated benefits, writing-off debts and refunds for consumer issues.

For every £1 invested in Citizens Advice Brentwood they generate, £15.42 in value to the people they help.

2.6 It is proposed that Brentwood Borough Council fund CAB for 2024-25 so that there can be alignment with the other core funding recipients and a longer term funding model can be developed and adopted from 2025 onwards.

### 3.0 OTHER OPTIONS CONSIDERED

3.1 This core funding is discretionary so members could decide to reduce it or stop it completely, if they wish. The length of term of the funding can also be varied but would need to be built into the Council's Medium Term Final Plan.

### 4.0 RELEVANT RISKS

- 4.1 Reducing funding could impact on the services that are delivered.
- 4.2 Working with partner organisations should provide greater alignment of priorities and efficiencies in regard to funding that support resident needs.

### 5.0 ENGAGEMENT/CONSULTATION

5.1 Meetings have been held with Essex County Council, CVS organisations and Community Transport organisations and the local authorities. Brentwood and Basildon Alliance also undertook consultation with users of community transport. A transport summit is taking place in April.

### 6.0 FINANCIAL IMPLICATIONS

**Name & Title: Tim Willis, Director – Resources & Section 151 Officer**  
**Tel & Email: 01277 312500 / [tim.willis@brentwood.rochford.gov.uk](mailto:tim.willis@brentwood.rochford.gov.uk)**

The current budget allocation is set out in the table below and is within existing budgets. Any additional budget requirements in relation to core funding would need to be agreed by Members as part of the overall budget setting.

Organisation	Core funding 2024/25
Brentwood CVS	£10,000
Brentwood Community Transport	£26,500
Citizens Advice Brentwood	£59,000*
<b>Total</b>	<b>£95,500</b>

\*£3,000 is allocated out of the HRA account to provide Housing advice.

### 7.0 LEGAL/GOVERNANCE IMPLICATIONS

7.1 Any work undertaken by the Council, either by itself or in partnership will be in line with statutory legal guidance.

**Name & Title: Claire Mayhew, Acting Joint Director – People & Governance & Monitoring Officer**





**Email:** kim.anderson@brentwood.rochford.gov.uk

**APPENDIX A - DISTRICT OFFICER VCS INFRASTRUCTURE BRIEFING**

**SUBJECT HISTORY (last 3 years)**

Council Meeting	Date
None	

# VCS Infrastructure Re-Commission

Creating the Conditions for Communities to Thrive

# Motivation for Review

Current Investment is due for review on **1<sup>st</sup> April 2024**. Four key motivators for change had been identified. These motivators had been informed by Statutory partners, the Voluntary and Community Sector and incumbent providers delivering the service

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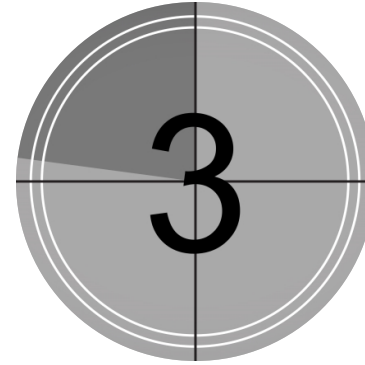
## **Inconsistency in the Offer**

A variation in the offer county-wide leading to inequitable benefits across the voluntary sector



## **Lack of focus on Infrastructure**

There had been a shifting focus from the infrastructure organisations toward delivery and away from infrastructure



## **Competition with the Sector**

This change in focus was leading to competition for funding between infrastructure organisations and the organisations they support



## **Reassurance around Value for Money**

Lack of assurance that we were achieving value for money for our investment and maximizing opportunities for co-commissioning

# The need for change

- The Insight Phase of the review engaged **249** voluntary and community partners, **12** district/borough/city council partners and the **12** incumbent providers
- Insight identified the following **key ambitions** for the future commissioning model to deliver for the benefit of residents

	Ambition
1.	Essex wide offer focused on <b>core infrastructure</b> offering support <b>independent</b> from place based competition
2.	<b>Universal, quality assured</b> minimum offer
3.	<b>Facilitate attendance of the VCS</b> at strategic conversations and be <b>curious</b> about local landscape to accurately <b>represent</b> the voice of the VCS
4.	<b>Place based</b> insight to convene the right partners at the right time to address societal challenges.
5.	<b>Localities leads</b> tap into local insight to accurately represent local need.
6.	Specialist delivery partners aligned to the <b>building blocks</b> , bringing expertise to deliver the ask of commissioners in a <b>flexible</b> and <b>adaptable</b> way to meet community needs.
7.	Approach that enables resources to be flexibly deployed to areas/cohorts of <b>greater need</b>
7.	Potential for a <b>universal offer</b> with the ability to target support as needed.

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- This insight enabled an options appraisal to be undertaken to design a new commissioning model to deliver the ambitions of the system

# Building Blocks of the future commissionion

The insight/ambitions from all three stakeholder groups was reviewed and used to finalise the commissioning requirements

## OVERARCHING AIM

Consistent **universal support offer** open to all with ability to **target** specialist support and/or representation to geographies, cohorts or specific challenges.

## CAPACITY BUILDING

A consistent **universal developmental/support offer** open to all with capacity for **bespoke support** as required to meet need. An offer that embraces **digital delivery** to maximise reach and scale, whilst retaining quality F2F interventions where applicable, and supporting Digital Inclusion ambitions in the VCS and wider community.

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## SYSTEM WORKING

Act as an **advocate for the VCS** in the wider system, **facilitating the voice of the VCS**. Embrace and promote a **Local First Approach** utilising hubs of local insight to **convene local partners** to address societal challenges.

COMPLIANCE/BUSINESS ADVICE

COACHING AND DEVELOPMENT

SUPPORTED DELIVERY

SYSTEM VOLUNTEERING

RESOURCE & FUNDING ATTRACTION

NAVCA  
Pillars



Capacity Building



Volunteering

LOCAL ENABLEMENT & EMPOWERMENT

LOCAL INSIGHT

NAVCA  
Pillars



Leadership &  
Advocacy



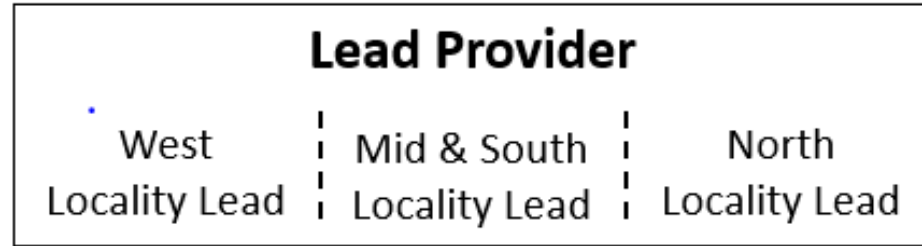
Partnership &  
Collaborations

The successful bidder will be expected to develop their **vision, mission & values** during the first developmental year

Full description of the finalised Building Blocks, Commissioning Values and Behaviours and Benefits in **Appendix 2**.

# The new commissioning model

- **LEAD PROVIDER MODEL** which best reflects the ambitions from the **Insight Phase**



## Lead Provider

- Accountable to commissioner and responsible for delivery of **ALL** aspects of specification
- Responsible for **Universal Core Infrastructure Offer** against a **minimum quality standard**
- Responsible for delivery of a Single Point of Access for the sector
- Provide **Locality Leads** to tap into local insight

## Lead Provider: Locality Lead

- Nominated locality lead aligned to one of the 3 ICS footprints and associated districts
- **Facilitating attendance** at strategic conversations, Recruiting, supporting and/or representing the VCS voice at strategic conversations
- Identify cohorts who would benefit from targeted/ bespoke support
- Asset map, with **ability to convene local delivery partners** around geographies, cohorts and specific challenges

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## Speciality Delivery partners

- Work in collaboration with each other to deliver minimum standard universal & bespoke support to geographies and cohorts as needed
- **Flexibly deployed** to support targeted geographies/cohorts as required/identified by data and insight – to areas of **greater need**

# Situational analysis

A SWOT analysis on this transformation was conducted to help maximise benefits and minimise disruption

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Leveraging expert support for the VCS in Essex</li> <li>Focus on core capacity and resilience building with quality assurance and a minimum standard offer, bolstered by economies of scale</li> <li>Empowerment of VCS voice at strategic level via locality leads aligned to health and district footprints</li> <li>Data-led approach targeting activity to geographies/cohorts of need using local insight and desk-top data</li> <li>Single Access Point reducing inequalities for VCS and facilitating collaboration with system partners</li> <li>Ability to target bespoke support to VCS with thematic or cohort focus</li> <li>County wide data to better understand community need</li> </ul>	<ul style="list-style-type: none"> <li>Potential loss of flexibility in offer</li> <li>May impact ability of some VCS to have their needs heard by the providers</li> <li>A change in providers locally may be confusing for service users leading to a gap in service uptake</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Strategic commissioning at place with district and health partners around shared ambitions – re-engagement May 2023.</li> <li>Maximisation of the financial envelope across the system</li> <li>Greater understanding of the role of VCS infrastructure and commitment to the benefits of a strong offer</li> <li>Market engagement to co-produce methods of achieving insight-led outcomes</li> <li>Local support bolstered by standardised, quality assured county wide offer that can be targeted as needed</li> </ul>	<ul style="list-style-type: none"> <li>Disruption to the transformation and confusion of the offer if incumbent providers aren't brought on the journey</li> <li>Lack of trust if the lead is unknown within the Essex VCS</li> </ul>

The **insight-led** benefits and opportunities of a change in the commissioning approach is clear. However, as with any system change, to realise the ambitions, will cause disruption and may “ruffle some feathers” as we transition to a new way working. Ongoing engagement with system partners invested in this space is aimed to mitigate disruption, gain buy-in to the new approach and identify opportunities for collaborative commissioning



# Summary

- There is an evidenced need to change the way in which we invest in our voluntary and community sector
- We need consistency of offer with the ability to flex and adapt to direct investment to areas of greatest need
- This will cause disruption and, in all likelihood the role for incumbent providers will change, or even cease
- We want to work closely with system partners to identify opportunities for collaborative commissioning and working together to deliver the change needed
- These ongoing conversations are vital to help achieve the ambitions identified from system partners, the voluntary and community sector and incumbent providers

# Implications and Next Steps

- Transformational Change is necessary in the ECC commissioning approach for VCS Infrastructure to achieve the ambitions of the system, including Service Users, identified during **The Insight Phase**
- The insight is informing the transformational design which will have implications for incumbent providers, who will be supported through the change process
- It is our ambition that notification to the market of the details of this transformation will be given by the end of May 2023 via Public Information Notice (PIN) to fact find and test the intention with the market
- New commissioning approach will be implemented 1<sup>st</sup> April 2024



**We value opportunities for collaboration and further engagement amongst wider commissioners, to understand these implications and develop a cohesive way forward**

# Appendices

# Appendix 1 Key Ambitions identified from Stakeholder Insight

Stakeholder	Key ambition	Future Commissioning Model Requirements
VCS	A strong desire to move from competition to collaboration with infrastructure organisations	Investment in an Essex wide offer focused on <b>core infrastructure</b> support <b>independent</b> from competition between infrastructure and VCS organisations
VCS	The value of infrastructure organisations supporting delivery to 'get off the ground' without a conflict of interest	Specialisms within an independent Essex wide Infrastructure offer, based on the building blocks, that can be mobilised to <b>incubate</b> and <b>accelerate</b> new activity consistently across Essex
VCS	The need for an inclusive and equitable offer	Essex wide offer accountable and responsible for a <b>standardised support offer</b> at a <b>minimum quality standard</b>
VCS	A voice at a strategic level	<b>Place Based</b> provision that taps into local insight to <b>facilitate attendance</b> at strategic conversations and be <b>curious</b> about local landscape to accurately <b>represent</b> the voice of the VCS
CVS	Better collaborative working between Infrastructure Organisations	An Essex wide offer that removes geographical barriers between organisations, fostering system wide relationships
CVS	Having autonomy over delivery	Specialist delivery partners aligned to the <b>building blocks</b> , bringing expertise to deliver the ask of commissioners in a <b>flexible</b> and <b>adaptable</b> way to meet community needs.
CVS	Evidenced based approach aligned to need	Localities leads tap into local insight to accurately represent local need. A co-designed, evidence led dashboard that is flexible to community need [testing 2023/24]
ECC	Support for ECC ambitions e.g. Levelling Up, Everyone's Essex, wider determinants of health	<b>Place based</b> insight to convene the right partners at the right time to address societal challenges. Responsibility to complete an <b>annual health check</b> that identifies need, current capacity/assets and a gap analysis
Health	Fostering collaboration between the VCS and health partners to meet health challenges	<b>Place Based</b> provision that taps into local hubs of insight to <b>facilitate attendance</b> at strategic conversations and be <b>curious</b> about the local landscape to accurately <b>represent</b> the voice of the VCS. Ability to <b>incubate</b> and <b>accelerate</b> new activity consistently across Essex if no current provision
Health	Collaborative commissioning	<b>Place based</b> leads aligned to health footprint to more easily facilitate collaborative commissioning
District	Variation in the infrastructure offer	Essex wide offer accountable and responsible for a <b>universal offer</b> at a <b>minimum quality standard</b>
District	A coherent ask from the system	Potential for collaborative commissioning a <b>standardised support offer</b> with the ability to target support as needed.

# Appendix 2 Finalised commissioner requirements

## OVERARCHING AIM

A consistent universal support offer open to all with the ability to target specialist support and/or representation to geographies, cohorts and specific challenges.

## CAPACITY BUILDING

A consistent universal developmental/support offer open to all with capacity for bespoke support as required to meet need. An offer that embraces digital delivery to maximise reach and scale, whilst retaining quality F2F interventions where applicable, and supporting Digital Inclusion ambitions in the VCS and wider community.

### COMPLIANCE/BUSINESS ADVICE

Providing up to date, accessible and specialist compliance support to VCS of all sizes bespoke to their needs (e.g. insurance, governance procedures, safeguarding, compliance checks, policy/legal updates).

### COACHING AND DEVELOPMENT

Focus on continuous development based on a model of peer to peer coaching, skills sharing, affordable formal training and promoting opportunities to attract new talent.

### SUPPORTED DELIVERY

Provide Incubator and Accelerator support. Working alongside local partners to initiate and grow interventions where capacity is lacking with the ambition of 'handing off' into sustainable delivery

### SYSTEM VOLUNTEERING

Develop a whole system approach to volunteering connecting into the wider system, promoting corporate volunteering (social return on investment) to offer a variety of opportunities for people to volunteer in ways that work for them.

### RESOURCE & FUNDING ATTRACTION

A conduit for funding, attracting funding into the Sector from within and outside of Essex. Upskill the sector to secure funding and facilitate/encourage collaborative bidding. Leverage non-financial assets and lobby for communities to benefit from corporate social responsibility.

## SYSTEM WORKING

Act as an advocate for the VCS in the wider system, facilitating the voice of the VCS. Embrace and promote a Local First Approach utilising hubs of local insight to convene local partners to address societal challenges.

### LOCAL ENABLEMENT & EMPOWERMENT

Work in collaboration with the wider system at an Essex wide and Local, District, Alliance, ICS and County Level to advocate and enable the voice of the VCS. Actively recruit relevant VCS members to strategic boards, represent their interests utilising intense understanding of their priorities and develop connections between VCS and wider system partners where relevant. Be aware of the Strategic Priorities of commissioners and where they intersect with those of the VCS and wider community.

### LOCAL INSIGHT

Be connected into local hubs of insight and community connectors to be able to consult an up to date/fluid 'asset map', utilise these connections to support and encourage a Local First Approach convening local partners around geographies, cohorts or challenges that are a priority for the community and/or wider system. Conduct an annual district level 'health check' to map need against community capacity to support future planning, increasing resilience and asset development.

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# Appendix 2 Finalised commissioner requirements

## VALUES & BEHAVIOURS

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FACILITATING & CONVENING

INSPIRING & ADVOCATING

NEUTRAL & TRANSPARENT

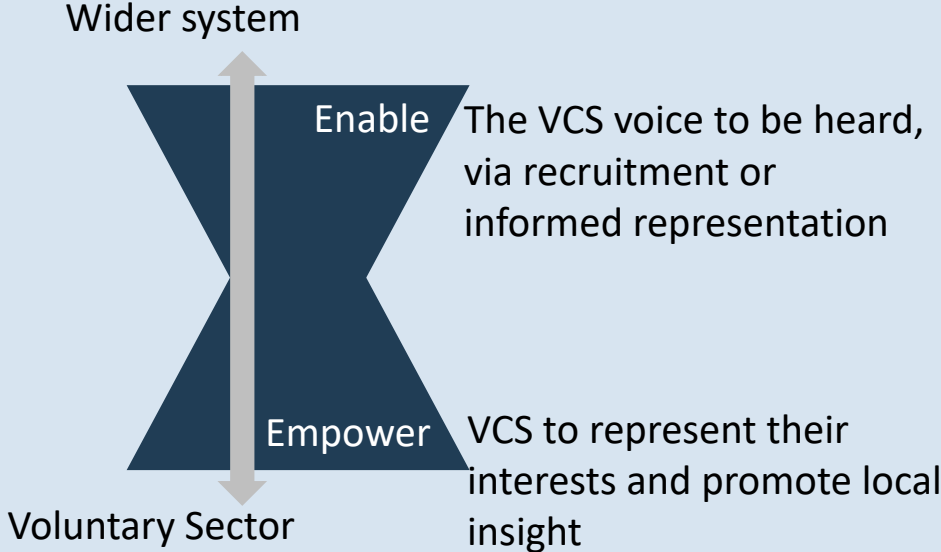
HUMBLE & CURIOUS

SUPPORTIVE & INCLUSIVE

COLLABORATIVE

\*The successful bidder will be expected to develop their **vision, mission & values** during the first developmental year

Act as an **advocate** for the VCS in the wider system, **facilitating the voice** of the VCS and **representing their interests**.



### SYSTEM WORKING

## Benefits

Outcomes & Impact	<p>A <b>revised dashboard</b> focusing on <i>outcomes</i> and <i>impact</i> including a <b>needs-led Health Check</b> to enable better <b>place based targeting</b>, focussed on the ambitions of LU, EE and the Determinants of Health.</p>
	<p>A lead provider will be <b>accountable</b> to provide a <b>universal minimum standard</b> of support which directly addresses criticism that the historic offer was unequal across the county.</p>
	<p>Delivery partners that are chosen based on the type of support given and not by geography will <b>leverage specialist, expert support</b> into the sector.</p>
	<p>The insight phase has shown discontent with the current offer and a motivation for change from all parts of the system, a new commissioning model <b>effectively signals this change</b>.</p>
Sustainability	<p><b>Increased resilience</b> and <b>sustainable asset development</b> via a return to <b>core VCS Infrastructure</b>. Creating vibrant and thriving communities who can achieve ambitions in place.</p>
	<p>Consolidating 12 contracts into one will reduce the time spent on contract management allowing the SC team to focus on <b>creating the conditions for communities to thrive</b>.</p>
Collaboration & System working	<p>Removing boundaries between those delivering infrastructure support avoids divisive commissioning and <b>builds in collaboration</b>, including beyond Essex boundaries.</p>
	<p>A single point of access, via the lead provider, will make it more <b>accessible to new users</b> to be <b>triaged to the specialist support</b> that they require, whilst also making it easier for system partners to tap into the network.</p>
	<p>Engagement and system buy in will result in a <b>shared ask</b> of the infrastructure organisations allowing them to <b>focus on the core infrastructure offer</b></p>

## Benefits

### Priority setting

Closer alignment to geographical health footprints will better enable the **priorities of communities to be represented** in system-wide strategic conversations.

Embedding of the **empowerment** and **enablement** role fosters **two-way, non-hierarchical priority setting** by communities and the wider system.

Re-focus on **local insight** sitting with the VCS, businesses, residents and social prescribers in place.

### Financial

Consolidating 12 contracts into one will provide **economies of scale** and ensure we can **maximise the outcomes of the financial envelope**.