

**SUPPORTING THE VOLUNTARY SECTOR: REVIEW OF FUNDING AND  
IMPACT OF THE VOLUNTARY SECTOR & VCS COMMISSIONING  
PROGRAMME 2022-24**

**Report of Director of Regeneration and Strategy**

**1. Purpose of Report**

- 1.1 This report presents the findings from the review of local funding and the impact of the voluntary community sector in Calderdale undertaken by the Centre for Local Economic Strategy (CLES) during 2021 on behalf of Calderdale Council, Calderdale Clinical Commissioning Group (CCG) and the Community Foundation for Calderdale (CFFC). The report also sets out key findings about our collective spend in the local economy beyond the voluntary, community and social enterprises providing key data that will help us target future investment to strengthen our local economy and build community wealth.
- 1.2 This report will inform work during the next 2 years to develop a longer-term strategy and funding arrangements to support a thriving voluntary, community, and social enterprise (VCSE) sector in Calderdale. We need strong VCSE partners who can contribute to the development and delivery of our plans for an inclusive economic recovery and achievement of priority health and wellbeing outcomes and the creation of the new Integrated Care Partnership (ICP) for Calderdale. The VCSE is also important to addressing priorities highlighted in the Governments National Procurement Policy Statement.<sup>1</sup> Our VCSE sector are also key to delivering our Vision for 2024 and our three key priorities of tackling poverty and inequality, climate action and creating sustainable towns across Calderdale. Going forward we need to ensure that our investment adds resilience and creates opportunities to innovate with the sector as part of how we recover our economy and the health and wellbeing of our communities as well as reflecting the Council's commitment to social value and [Keep It Local principles](#).

---

<sup>1</sup> Published June 21 includes creation of a more diverse supply chain including VCSE

- 1.3 The report also sets out the re-commissioning proposals for a range of grants and contracts included within Calderdale Council's Voluntary Commissioning programme in the light of the CLES recommendations. Current contracts and grants included in the programme come to an end in March 2022. This report sets out proposals for the extension of these contracts and grants from April 2022 that will minimise disruption to important services being provided by the voluntary and community sector (VCSE) during the ongoing Coronavirus pandemic and as we continue to develop our recovery plans with the sector.

## **2. Need for a decision**

- 2.1 Cabinet will need to agree for work to be undertaken to coproduce a strategy for working with and funding the VCSE that fits with our vision for Calderdale, delivers our key priorities for an inclusive recovery, and maximises the potential of the new Calderdale ICP. This will include a review of our long-term investment in the voluntary and community sector and will have implications for future commissioning and procurement.
- 2.2 Cabinet approval is also needed to agree the extensions of contracts and focus and approach for re-commissioning the grants programmes set out in this report.

## **3. Recommendation**

- 3.1 Cabinet is asked to:
  - 3.1.1 Note the findings and recommendations of the review of funding and impact of the VCSE in Calderdale undertaken by CLES and approve development of an action plan in partnership with the VCSE to respond to this.
  - 3.1.2 Approve extension of the current contracts for Voluntary Sector Infrastructure Services, Advice Services and Healthwatch for 2 years until March 2024.
  - 3.1.3 Delegate authority to the Director of Regeneration & Strategy, in consultation with the Head of Legal & Democratic Services and the Cabinet Member for Climate Change & Resilience to conclude negotiations on these new contracts and to enter them.
  - 3.1.4 Approve extension of existing strategic grants programmes for advice and stronger neighbourhoods and delegate authority and decision making relating to individual grant awards to the Director of Regeneration & Strategy in consultation with the Cabinet Member with responsibility for the VCSE (as above).
  - 3.1.5 Approve relaunching the cultural grants programme and delegate authority and decision making relating to individual grant awards to the Director of Regeneration & Strategy in consultation with the Cabinet Member with responsibility for the VCSE (as above).
  - 3.1.6 Approve a relaunch of the Small Grants programme and delegate authority and decision making relating to individual grant awards to the Director of

Regeneration & Strategy in consultation with the Cabinet Members with responsibility for the VCSE (as above).

## 4. Background and/or details

### 4. Calderdale Council has a proud record of supporting and working in partnership with a thriving and resilient voluntary, community and social enterprise sector (VCSE).

#### 4.1 For several years, it has been recognised that the voluntary sector provides a range of benefits unmatched by the public or private sector including:

- Playing a significant role in helping to make real our partnership vision for Calderdale for 2024 to be a kind, resilient, distinctive, talented and enterprising place, as well as a key partner working with us on our priorities of tackling poverty, taking climate action and creating sustainable towns.
- Being innovative and creative in responding to community needs, developing community assets, increasing community resilience and delivering services.
- Providing value for money services and social value, including those which draw on the contribution of volunteers. This is particularly true of the community, or volunteer-only, part of the sector
- Reaching harder to hear communities and vulnerable groups, which the public sector often finds it difficult to engage. The voluntary sector can provide these groups with a voice, as well as delivering services with them and for them.
- Accessing other sources of funding for local initiatives, including sources that are only open to the voluntary sector, e.g., institutional funders, public donations etc.

#### 4.2 Calderdale's experience during the floods in early 2020 and the COVID 19 pandemic have underlined the importance of a strong and vibrant VCSE to the overall resilience and well-being of Calderdale. The positive impact of the VCSE during Covid 19 has been reported to Place and Adult and Health and Social Care Scrutiny Panels. This report is can be found here:

<https://www.calderdale.gov.uk/council/councillors/councilmeetings/agendas-detail.jsp?meeting=29733>

#### 4.3 The Council's commitment to the sector has been emphasised during the COVID19 pandemic with additional resources identified through the emergency funds from Government via business grants – many of which reached and supported individual organisations to survive – and for specific activity to support the response, such as the food support provided by many groups.

#### 4.4 However, it was recognised that the Council and other local partners will need to continue to support the sector on a more sustained long-term basis to ensure that the sector can continue to play a key role delivering our priorities for

Calderdale and as part of our plans for an inclusive recovery and the development of ICS arrangements which will depend on a thriving community sector to deliver its ambitions. This may be through direct service delivery but also in its wider role empowering community action, engaging and reaching our diverse communities, supporting volunteering, and promoting self-reliant, resilient and powerful communities which will help Calderdale rebuild after the pandemic. ***Cabinet therefore agreed in November 2020 to commission a wider review into the funding and impact of the VCSE in Calderdale.***

- 4.5 This report presents the key findings and recommendations from the review into the funding and impact of the VCSE that was subsequently commissioned from Centre for Local Economic Strategies (CLES) by Calderdale Council, Calderdale Clinical Commissioning Group (CCG) and Community Foundation for Calderdale (CFFC). The report is wide ranging and has strategic implications for how we work with and fund the VCSE going forward as part of recovery.
- 4.6 The report from CLES also has implications for the main Calderdale Council voluntary sector commissioning programme which has supported key parts of the sector over several years and sets out proposals for sustaining these whilst we develop our response to the CLES report in partnership with the VCSE. The voluntary sector is also key to our ambition to increase Social Value impact from our commissioning and procurement activity and wider objective to build an inclusive economy and recovery. Through the current pandemic we have also increasingly recognised the importance of local leadership and working with communities. The voluntary sector commissioning programme supports this agenda.
- 4.7 Measuring the value of the VCSE in Calderdale, CLES
- 4.8 During Summer 2021 CLES undertook a review of the value of the VCS in Calderdale. this had several key elements:
- To review the spend with VCSE organisations in Calderdale and create a wider baseline of the social economy in Calderdale
  - To help us understand how our strategy in Calderdale for working with the VCSE translates into actions
  - To make recommendations on strategy and funding for the VCSE
- 4.9 The full report from CLES including the methodology, stakeholders involved in the review is included at Appendix A.
- 4.10 Key findings from the review

#### **Calderdale context**

- A special place with bold aspirations but visible inequality
- A vibrant and well-connected VCSE
- Networks tested ahead of Covid-19 by floods

- Through and beyond Covid, demand on VCSE growing and user-needs increasing in complexity
- Some renowned examples of innovation and success
- Some groups operating with minimal contact with anchors

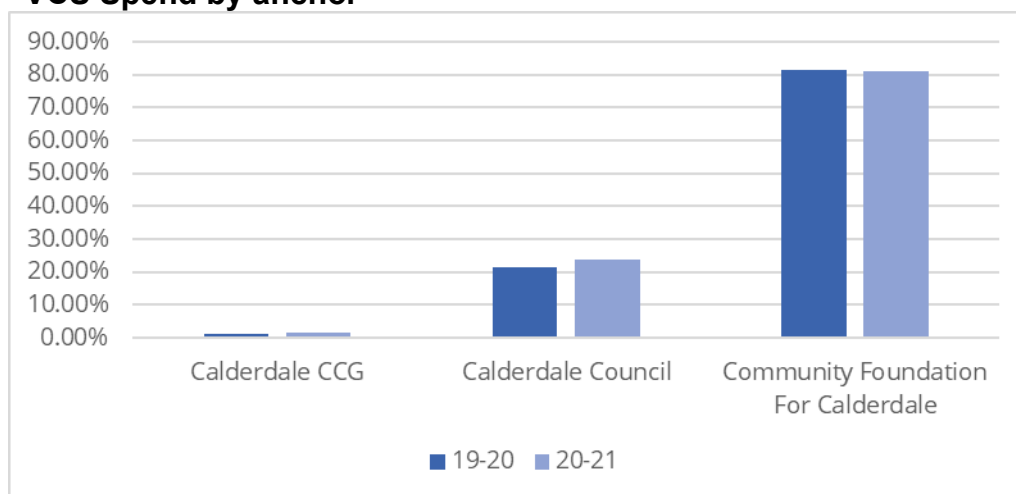
### **Role of the VCSE in an inclusive economy**

- Integral but limits to its role
- Needs fair funding arrangements, not the cheap option
- Delivers choice and quality
- Community wealth building principles should underpin strategy
- Cannot be a substitute for high quality public services

**Spend analysis** - In 2020-21, the three anchors spent £394m<sup>2</sup> of this:

- Approximately 10% of this spend is with the VCSE (approximately £36m) although this is concentrated within the Council and the CFFCs supply chain
- % spend within Calderdale from the 3 anchors in the social economy ranged from 39 - 86%
- On average the suppliers surveyed 're-spend' around 38p in the local economy on local employees and suppliers
- Calderdale's VCSE has a higher-than-average multiplier within the local economy (63p with CFFC suppliers – i.e., primarily VCSE)
- The spending by ward is skewed by the presence of large suppliers like the Council, hospital and VCSE organisations

### **VCS Spend by anchor**



### **Positives reflections on our partnerships with the VCSE**

- Vision and strategy in Calderdale is aspirational
- VCSE is central to the strategy of the three anchors
- VCSE role is varied and undefined
- Moving towards thoughtful measuring of sectoral impact

<sup>2</sup> This figure is based on the top 300 suppliers for the 3 anchors and is discretionary spend only.

- Funding for support infrastructure and forums
- A clear desire from all three anchors to support the VCSE to thrive
- Routes taken to achieve shared objectives via the VCSE are many and varied

**But there is more to do if we want to achieve our vision**

- Kindness lands well but hard to operationalise
- Covid recovery plan is premature for the VCSE
- Much of sector still in crisis response
- Resilience Survey by VSI Alliance should be repeated and extended
- Infrastructure needs further support to do more

4.11 Recommendations from CLES review:

**1. VCSE as equal partner in strategy development**

**Key recommendation:** We strongly encourage the formation of a VCSE strategy working group with high levels of representation from the VCSE sector

**CLES:** *‘Developing a truly collaborative VCS strategy with the VCS sector will be a positive step towards ensuring the true value the sector brings is always recognised.’*

**2. Cultural change: Recognise the VSCE creates value through adding choice and meeting needs of service-users**

- Should not be seen as the cheap option or goodwill partner
- Supplements, not supplants public service delivery
- Needs fair funding arrangements and easier processes

**3. Build on existing good practice to further develop sectoral support infrastructure in Calderdale**

- Greater funding for VSI Alliance, VAC, Chief Officers Forum etc.
- Remunerate for time and expenses
- Tackle barriers that local anchors can control and change

**4. Commissioning and procurement – develop a fair funding model**

- Examine how tendering and renewals could be made less cumbersome – longer contracts, cross-departmental commissioning, rolling contracts with lighter touch renewals
- Set up task force across anchors to operationalise preference for local VCS for lower value contracts – make use of new procurement legislation – i.e. PPN 11/20
- Increase support for small organisations to facilitate joint bidding (incl. CALIPSO) and contribute to meaningful contract co-design

**5. Sectoral support**

- Build and maintain a map of delivery before procuring from external organisations
- Build core funding into contracts to mitigate job precarity, and give provision for overheads and emotional labour
- Develop a tailored programme to address mental health pressures on sector
- Quantify loss to local economy if VCSE organisations collapse

**6. Data analysis**

- Repeat spend analysis and supplier survey annually

- Conduct gap analysis and use to target action – i.e., where leakage and opportunities for market development in Calderdale
- Quantity extra funding the VCS raises from external sources
- Quantify savings to statutory services by VCS service delivery

**4.12** The review by CLES presents Calderdale with an opportunity to be truly transformational. As CLES have said to the steering group overseeing this work: ***'This could be an opportunity to seize the moment to respond to a moment of great need - following the pandemic'- to fundamentally review our relationship with the VCSE in Calderdale and the way we fund the work they do to help deliver our shared vision for the Borough.***

**4.13** It is recommended that we set up a working group with the VCSE to co-produce a new VCSE Strategy for Calderdale and a wider action plan in response to the findings and recommendations in in this review. This should actively look at the changes in the procurement rules, to facilitate creativity and innovative funding models that will help the VCSE be catalyst for pandemic recovery – a strategy that invests in empowering communities to recover.

**4.14** This work will include investigating models in other areas like Salford<sup>3</sup> where they have developed significant community investment funds for health and wellbeing developed and delivered in partnership with the voluntary and community sector. This will build on learning in the sector and wider partnership experience of building alliances and other collaborative or integrated models of delivery with the VCSE. It will also build on good practice elsewhere about good grants/community investment models that will enable us to more effectively measure social value and impact of the VCSE such as the Social Value Engine developed in the East Riding.<sup>4</sup>

**4.15** This would fit well with the plans for developing the ICS and existing partnership arrangements that health have with the VCSE in Calderdale i.e., Calderdale Collaborative Community Partnership Board, VSI Alliance, Staying Well and others.

CLES were also keen to emphasise that they observed a **'particular alchemy in Calderdale that is not easily replicable.'** They believe there could be significant learning for other places and for Calderdale to be a beacon for change

**4.16** Update on the Voluntary Sector Commissioning programme:

---

<sup>3</sup> The Salford Third Sector Fund was established by Salford CCG in collaboration with the local Salford CVS [Our grants and investments | Salford CVS](#)

<sup>4</sup> The [SVE | Social Value Engine](#) was developed by Rose Regeneration and East Riding of Yorkshire Council in response to the Public Services (Social Value Act 2012) which requires Public Bodies to think about how they can also secure wider social, economic and environmental benefits. The SVE works alongside and has incorporated Social Return on Investment principles (SROI) and the 7 Social Value UK principles.



- 4.17 The Voluntary Sector team within the Regeneration and Strategy Directorate currently supports a range of ongoing funding programmes designed to support a resilient third sector. This report is focussed on Voluntary Sector Infrastructure services, Advice Services, Healthwatch as well as the Council's strategic grants programmes for culture, advice and stronger neighbourhoods and small grants for community projects.
- 4.18 The full list of ongoing grants and contracts supporting the voluntary sector is provided for information in **Appendix B**.
- 4.19 Key contracts:
- 4.20 Voluntary sector infrastructure (VSI) support services - Since April 2018 Calderdale has maintained an innovative and unique alliance supporting the sector made up of providers and commissioners, jointly funded by Calderdale Council and Calderdale CCG. The VSI Alliance comprises Voluntary Action Calderdale, Forum, Locality, West Yorkshire Community Accountancy Services, Calderdale Council and Calderdale CCG. The contract is managed by Calderdale Council through the Alliance Leadership Team and is guided by alliance principles to ensure the best outcomes for the Calderdale VCSE.
- 4.21 The availability of good quality infrastructure support is vital for a resilient VCS. This has been evidenced again during the pandemic where partners in the VSI Alliance have played a key role in ensuring that our communities are informed, empowered, safe and supported during the crisis.
- 4.22 The VSI Alliance delivery plan is reviewed annually to reflect emerging priorities for the sector to ensure that it continues to be as resilient as possible and can play a key role in delivering key aspirations set out within Vision 2024 and our wider priorities.
- 4.23 The Alliance model has enabled us to build creativity, challenge, and innovation into service delivery - that is genuinely responsive to changing needs of both the VCSE and funders. Critically it is also a partnership - where power is shared and there is collective responsibility to achieve objectives. The learning from this model will be used to help us co-produce fairer more collaborative funding models going forward.
- 4.24 **The current contract runs until March 2022. To minimise potential disruption to current service delivery and maximise the use of existing resources, which continue to support the sector during this difficult time. It is recommended that the existing contract is extended by a further 2 years until March 2024.** This will be led by the Council under the oversight of the Integrated Commissioning Executive. The aim is to have a new contract in place by April 2024.
- 4.25 Advice Services – Since April 2014 advice services have been provided by Citizens Advice Calderdale. This is complemented by a range of smaller grant funded projects run by smaller organisations who have developed a more tailored and targeted approach for specific client groups.

- 4.26** Advice provision has seen sustained and increasing demand during the past three years of the contract. The demand for advice is predicted to increase further into 2021 and 2022 due to the economic impact of the Covid-19 pandemic. The current contract runs until 2022. A full summary of Citizen's Advice Calderdale's 2019/20 statistics can be found on [Calderdale Data Works](#). **The current contract runs until March 2022. It is recommended that this contract is extended by a further 2 years to March 2024. This will minimise potential disruption to current service delivery and maximise the use of existing resources to continue to support the sector as a result of the ongoing pressures being caused by the Covid19 pandemic and the rising cost of living.**
- 4.27 Healthwatch— since April 2016 Calderdale's statutory Healthwatch and Independent Health Complaints Service have been provided by the charity Healthwatch Kirklees. The Council has a statutory duty to commission both these services from a social enterprise independent from the Council. Healthwatch engages with local people to influence and improve health and social care services, assists with accessing services and offers advocacy and support with formal complaints to health services. Since March 2020 Healthwatch have expanded their information and advice about access to local health and social care and assisted with the dissemination of key messages about Covid19 and is leading ongoing engagement with local people about the impact of Covid on their health and social needs. The Chief Officer is actively involved in numerous Calderdale strategic partnerships as part of our health and social care system. **The current contract runs until March 2022. It is recommended that this contract is extended by a further 2 years to March 2024. This will minimise disruption to current service delivery and maximise the use of existing resources to continue to support the sector as a result of the continued pressures being faced due to the pandemic and key roles as part of health and wellbeing recovery.**
- 4.28 Strategic grants programmes for the VCS 2022-24
- 4.29 The Council has three main strategic grants programmes for the voluntary and community organisations, supporting cultural objectives, stronger communities, and advice services. The programme values are as follows – Culture £100k pa, Stronger Neighbourhoods £100k pa, Advice Services £75k pa (this sits alongside main advice contract).
- 4.30 All three funding programmes have an emphasis on partnership working - within the voluntary and community sector, with the Council and with wider stakeholders. Grant funded organisations are expected to be exemplars within their fields, either leading or developing practice, with the appetite and/or track record to nurture others and with a particular interest in developing and creating opportunities for local people to get involved with shaping the future of their communities. Funded organisations are also expected to promote their relationship with the Council.
- 4.24 Stronger Neighbourhoods and Advice and Tackling Poverty Grants -** Cabinet agreed in November 2020 that we should invite applications for new projects through the Advice and Stronger Neighbourhoods funds for a one-year

programme. We revised the objectives for the programme to reflect the emerging challenges from Covid, emphasising volunteering, social action/active citizenship and partnership working particularly in areas or with groups where there is little or less opportunity to get involved with community activities. These projects are informing our recovery work with the sector.

The current grant funded organisations were awarded grants for 1 year. These have been monitored throughout the year and have delivered significant impacts for their intended beneficiaries as well as some wider impact for the VCS. **It is recommended that these grants are extended for at least a further year, subject to review of performance, whilst the longer-term strategy for the VCSE and fair funding is developed.** Information about current grant holders is published on the Council website: [Grants to voluntary organisations | Calderdale Council: Advice and Anti-poverty Grants | Calderdale Council](#)

**4.25 Culture Grants** - In November 2020 Cabinet agreed extending the current arrangements with 3 funded organisations for 1 year to allow the development of the Cultural Strategy for Calderdale and to align our approach with the wider funding available to the cultural sector from ACE. A new Cultural Strategy has been developed with stakeholders during Summer 2021 and was presented to Cabinet in October. The strategy is currently out for wider consultation. **It is proposed that following formal agreement of the new Cultural Strategy we will launch our revised Cultural Grants to help deliver this strategy. This is likely to be in early in 2022. This may mean that the existing grant holders will need a short extension in grant funding to ensure no disruption in programmes for Calderdale.**

**4.31 Small Grants programme.** During the Covid 19 the small grants programme were paused and redirected into emergency grant funding to support organisations struggling to meet demand particularly by organisations supporting vulnerable and isolated residents with food support. This was partly possible since many groups and activities funded through the small grants programme were unable to operate due to the covid restrictions. As we look to recovery of the Borough and the VCSE **we are proposing to relaunch the small grants programme early in 2022. The grant objectives will be refreshed in discussion with the VCSE and other stakeholders. This fund will allow small community groups to access up to £2,000 to relaunch and recover activity as part of our recovery plan for Calderdale**

## **5. Options considered**

5.1 The report gives an update on key programmes supporting a resilient VCS sector in Calderdale and proposes extension of three important contracts and the scope of three strategic grants programmes for culture, stronger neighbourhoods and advice and anti-poverty that support this wider vision.

5.2 Voluntary sector infrastructure services: This report recommends that Cabinet approve extension of the existing contract by two further years with the VSI Alliance and delegate award of the contract to the Director of Regeneration and

Strategy in consultation with the Head of Democratic and Partnership Services and the Cabinet Member with responsibility for VCS.

- 5.3 Alternative options would be to go through a full re-commissioning process for the services, bring them in-house or cease to fund them altogether. There is budget for this service and there is considerable evidence of the value of support services for the sector. Benchmarking within Yorkshire region indicates that those areas which have chosen to reduce or stop funding these services are now struggling to find community capacity to support a range of transformation programmes that require a resilient third sector (for example asset transfers, care closer to home etc). Many Yorkshire councils are following Calderdale's example and jointly commissioning these services with their local CCGs. This makes sense in terms of bringing the sector together, clarity of vision and value for money for both funders and providers.
- 5.4 Advice Services: this report recommends that Cabinet approve extension of the contract for advice services for 2 years with the current provider Citizens Advice Calderdale. This will minimise disruption to existing services supporting some of our most vulnerable residents seeking support with benefits advice. Demand for advice services has increased during the past few years due to welfare reform and is predicted to further increase with the impact of the Covid pandemic on employment, debt and need for benefit support for people financially vulnerable. The end of the uplift for UC and furlough currently proposed for October 2021 are also predicted to see a further increase in demand for services for Citizens Advice Calderdale and other advice organisations.
- 5.5 Healthwatch: this report recommends that Cabinet approve extension of the contract for Healthwatch for 2 years with the current provider Healthwatch Kirklees. This will minimise disruption to statutory services being offered to support people, including vulnerable groups and those less often heard, to have a voice and influence health and social care services during and following the pandemic. It will also ensure that those facing barriers to raise concerns and lodging complaints continue to be assisted and supported in exercising these rights. It is also necessary to identify additional funding from across the health and social care system (ICS) for the Healthwatch service to meet minimum funding levels required by Healthwatch England and the new Health and Social Care Bill currently going through Parliament which proposes strengthening the role of statutory Healthwatch services within the new ICS structures.
- 5.6 Strategic grant programmes: This report recommends the scope and approach for three strategic grants programmes. Cabinet could request an alternative set of objectives or approach or ask for wider review of the grant programmes, but this may impact on the timescales set out in this report.

## **6. Financial implications**

- 6.1 The proposed voluntary sector grants and wider commissioning programme detailed in Appendix B of this report would be funded and contained within the overall revenue budget of £1,012,000 available in 2021/22 contained

within the Regeneration & Strategy revenue budget. Although the plan is within the current budget, the Council may wish to review its position to identify further savings as part of the update of the MTFS and future budget processes. Sufficient flexibility will need to be built into the procurement process to allow these reviews to take place.

- 6.2 Approval is sought in the report to extend the current contracts and grant programmes for a further 2 years set out in the VCS programme, except for the Healthwatch contract where it is necessary to identify additional funding from across the health and social care system (ICS) for the Healthwatch service to meet minimum funding levels required by Healthwatch England and the new Health and Social Care Bill currently going through Parliament. The contracts will need to be set within the budgets agreed by Council as part of its overall budget strategy in February 2022.

**It has been identified that an additional £40k pa will be identified from existing Adults Social Care, Public Health budgets to extend this service for the next 2 years whilst the wider review of funding takes place. This will be included in a contract variation to the provider.**

- 6.3 During the next two years the overall budget position will be considered as part of the wider review of fair funding for the VCSE within the context of the plans for establishment of the Integrated Care System and inclusive economic recovery.
- 6.4 The review of funding detailed in the report may have other funding implications and further reports will be brought for consideration by Cabinet at the appropriate point. Going forward consideration will be given to a minimum 3 recommissioning period to enable organisations to plan long term and build capacity post Covid-19, in line with best practice in terms of supporting a sustainable sector.

## **7. Legal Implications**

- 7.1 Legal and procurement advice has been provided for the proposed extensions to the existing contracts. The contract extensions recommended within this report will draw on the relaxation of the procurement rules provided by Government during the pandemic.
- 7.2 The Public Contract Regulations allow for the extension of Contracts under specific circumstances including where the need for extension has been brought about by circumstances which the Authority could not have foreseen, which this meets.
- 7.3 Procurement have been fully involved in the steering group overseeing the review undertaken by CLES of the funding and impact of VCSE in Calderdale. This review is also part of the Council's work programme to understand and address opportunities for increasing social value in commissioning and procurement, with an emphasis on how we increase the spend of local

Calderdale anchors like the Council in the local economy and VCSE sector due to the high multiplier effect of any investment we put in those organisations. This fits well with the National Procurement Policy Statement, which provides national priorities, embracing social value, and new national procurement regulations which are currently under review.

- 7.4 The recommendation will require delegated authority to the Director of Regeneration & Strategy, in consultation with the Head of Legal and Democratic Services and the Cabinet Member for Climate Change & Resilience, which include responsibility for the voluntary and community sector (VCS), Cllr Scott Patient, to conclude negotiations on these new contracts and to enter into them.
- 7.5 Oversight for the Voluntary sector Infrastructure contract will continue to be provided through the Alliance Leadership Team which includes senior officers from both the CCG and Calderdale Council. These officers will continue to report through the Integrated Commissioning Executive.
- 7.6 The Council will need to be satisfied that the relevant governance arrangements are in place to enable it to undertake joint commissioning exercise of the VSI alliance on behalf of itself and the CCG. *This assurance will be obtained prior to acting upon the recommendation set out in paragraph 3.1.1 above.*

## **8. Consultation**

- 8.1 The review of the funding arrangements and impact of VCSE conducted by CLES which is presented within this report included consultation with a wide range of stakeholders with the Council, CCG, CFFC and with the VCSE sector.
- 8.2 This report recommends that the Council now re-establish a working group with the VCSE to co-produce a new strategy for the VCSE which will include fairer funding arrangements - with the aim of creating a strong sustainable sector that is able to play an equal role in the delivery of our vision for Calderdale and an inclusive recovery.
- 8.3 There will be further opportunities for groups to find out more about specific funding programmes as these are launched via dedicated information sessions – i.e. culture grants and small grants – in the new year.

## **9. Environment, Health and Economic Implications**

- 9.1 Working with and supporting the voluntary and community sector makes sound economic sense; in September 2021 the University of Durham published their report into the structure, dynamics, and impact of the voluntary, community and social enterprise sector commissioned by the West Yorkshire and Harrogate Health and Care Partnership<sup>5</sup>. This provided the following key statistics about the value of the sector to the region:

---

<sup>5</sup> Chapman, Tony *The structure, dynamics and impact of the voluntary, community and social enterprise sector*, University of Durham, 2021 available [here](#)

- 9.1 The total economic value of sector was estimated to be around £6.2bn.
- 9.2 There are estimated to be 147,000 regular volunteers doing at least 10.6m hours work. That the cost of replacing volunteers with paid staff is estimated as being up to £144.7m

## **10. Equality and Diversity**

- 10.1 The current grant schemes support work that impact across all equality themes, as does the proposal for the new programmes from 2022.
- 10.2 It is likely that the changes proposed here will result in different services being commissioned. There will be positive impacts and negative impacts, as some new services are commissioned, and some existing services are decommissioned.
- 10.3 In the meantime, the following actions will be taken to ensure that equality is built into the programmes structure, as well as its later implementation:
- 10.4 All organisations will be required to prove they meet certain management standards, either through the tendering or application process. These standards will include a commitment to equality and diversity. Larger grant funding will require an equality policy and understanding of equality issues. Applicants for smaller amounts of funding will have to show that they are open to everyone within their area of work. Small Grants in particular, benefit groups across all equality themes and are particularly targeted to small community-led groups. Certain equality groups, such as BAME communities and groups from areas of economic deprivation, are more likely to be volunteer-led, and less likely to access larger funding.

## **11. Summary and Recommendations**

- 11.1 The Council recognises that by working in partnership with the voluntary sector it is more likely to achieve its Vision. The programmes of support and funding set out in this report will help achieve this ambition, helping voluntary and community organisations to be the best that they can be. The sector needs quality infrastructure support that helps them to access match funding, plan for their futures and continuously improve the services they provide to local people.
  - 11.2 By funding specific programmes of support for cultural objectives and stronger neighbourhoods the Council is demonstrating its commitment to important areas of the social and economic life of our towns and communities. The track record of the previous rounds of funding would indicate that the volunteering and outreach initiatives arising from these programmes will offer people and places real resilience and life changing experiences.
  - 11.3 More broadly, funding the VCS helps the Council achieve good value for money services, including those which draw on the contribution of volunteers, reaching
-

excluded and vulnerable groups, helping to maintain a vibrant voluntary sector that contributes across all population outcomes as well as innovation and creativity in service delivery.

---

**For further information on this report, please contact:**

Sian Rogers  
Policy and Projects Manager

01422 393227  
[Sian.Rogers@calderdale.gov.uk](mailto:Sian.Rogers@calderdale.gov.uk)

**Documents used in the preparation of this report:**

**All documents are available for inspection at Princess Buildings**



## Appendix A – CLES review of impact of VCS August 2021

(attached separately)

## Appendix B – overview of the VSC programme:

	Contract/grant	Current position	Value PA
1	<u>Voluntary Sector Infrastructure (VSI)</u> services designed to support the sector with organisational development, business planning, income generation/fund raising, safeguarding, strategic voice and influence etc.	VSI Alliance contract ends March 2022.  *This includes contributions from AHSC and CYPS commissioning budgets	<b>Current CMBC budget of £145k *</b>  Joint value with CCG £240k
2	<u>Advice &amp; Information</u> services to support Calderdale citizens access welfare rights, debt, money and consumer advice and support financial resilience	Main advice contract awarded to Citizens Advice Calderdale 2017-2021	£295k
3	<u>Healthwatch</u> - statutory services aiming to provide an independent consumer voice and influence within the health sector and a health complaints advocacy service to the people of Calderdale.	Current contract with Healthwatch Kirklees ends in March 2022- funded entirely by ring-fenced government grant. However, the grant from government (£112,133) is less than the value of the contract. We therefore need to secure contribution to this from other revenue budget to make up the shortfall.	£132k
4	<u>Strategic grants programmes</u> - awarded for 3 years to develop sustainability and resilience in the voluntary and community sector		
4.1	<u>Advice</u> grants awarded 2017-2021	Open grants programme scored against Advice Strategy objectives	£75k

		<p>Current funded organisation:</p> <ul style="list-style-type: none"> <li>- Citizens Advice Calderdale</li> <li>- DART</li> <li>- Healthy Minds consortium</li> </ul>	
4.2	<u>Culture grants awarded 2017-2021</u>	<p>Open grants programme scored against cultural objectives</p> <p>Current funded orgs:</p> <ul style="list-style-type: none"> <li>- Square Chapel</li> <li>- Hebden Bridge Arts Festival</li> <li>- Handmade Parade</li> </ul>	£100k
	<u>Stronger Neighbourhood grants awarded 2021-22</u>	<p>Open grants programme scored on stronger communities objectives</p> <p>Current funded orgs:</p> <ul style="list-style-type: none"> <li>- Arch-way Project – mental health support</li> <li>- Calderdale Valley of Sanctuary asylum seeker and refugee network</li> <li>- Community Transport Calderdale - volunteering project</li> <li>- Healthy Minds culturally sensitive mental health support</li> <li>- Noah's Ark volunteer play therapy project</li> <li>- Smartmove – volunteering programme</li> </ul>	£100k
5	<u>Small Grants programme</u>	Open grants programme	£70k

		scored on Council's Vision 2024 objectives, maximum £2,000 grant	
--	--	--	--

**Total grants funding recommended £1,012,000**

The Voluntary Sector team also looks after some additional non-recurrent grant schemes which complement the main programme – for example, the Staying Well programme and Healthy Holidays.

