

**SUPPORTING THE VOLUNTARY SECTOR: VOLUNTARY SECTOR  
COMMISSIONING PROGRAMME 2021-24**

**Report of Interim Director of Regeneration and Strategy**

**1. Purpose of Report**

- 1.1 This report sets out the re-commissioning proposals for a range of grants and contracts included within Calderdale Council's Voluntary Sector Commissioning programme. The current contracts and grants included in the programme come to an end in March 2021. This report sets out proposals for the extension of these contracts and arrangements for grants from April 2021 that will minimise disruption to important services being provided by the voluntary and community sector (VCS) during the ongoing Coronavirus pandemic.
- 1.2 As the Council and the CCG continue to progress our ambition on integrated commissioning there is an opportunity to include the critical work of the voluntary and community sector and ensure our commissioning investment adds resilience to the sector and enhances its contribution to the health and wellbeing of our communities as well as reflecting the Council's commitment to the [Keep It Local principles](#).

**2. Need for a decision**

- 2.1 Cabinet approval is needed to agree the extensions of contracts and focus and approach for re-commissioning the grants programmes set out in this report.
- 2.2 Cabinet to agree for work being undertaken on integrated commissioning to expand to include a review of our long term investment in the voluntary and community sector.

**3. Recommendation**

- 3.1 Cabinet are asked to:
  - 3.1.1 **Approve extension of the current contracts for Voluntary Sector Infrastructure Services, Advice Services and Healthwatch for one year until March 2022.** This is recommended in consideration of the impact of COVID-19 on key services delivered through these contracts, and to minimise

disruption to these. This recommendation will required delegated authority to the Director of Regeneration & Strategy, in consultation with the Head of Democratic and Partnership Services and the Cabinet Member for Climate Change & Resilience, which includes responsibility for the voluntary and community sector (VCS), Cllr Scott Patient, to conclude negotiations on these new contracts and to enter into them.

- 3.1.2 **Approve the overall scope, objectives and approach of the strategic grants programmes for culture, advice and stronger neighbourhoods** set out in this report 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 VCS (as above).

#### 4. Background and/or details

- 4.1 Calderdale Council has a proud record of supporting and working in partnership with a thriving and resilient voluntary and community sector (VCS).
- 4.2 For several years, it has been recognised that the voluntary sector provides a range of benefits unmatched by the public or private sector including:
  - 4.1.1.1 Access to other sources of funding for local initiatives, including sources that are only open to the voluntary sector, e.g. institutional funders, public donations etc.
  - 4.1.1.2 Value for money services, including those which draw on the contribution of volunteers. This is particularly true of the community, or volunteer-only, part of the sector.
  - 4.1.1.3 Reach into excluded and vulnerable groups, which the public sector often finds it hard to engage. The voluntary sector can provide these groups with a voice, as well as delivering services with them and for them.
  - 4.1.1.4 Innovation and creativity in responding to community needs and delivering services.
- 4.3 Calderdale's experience during the floods in early 2020 and the COVID 19 pandemic have underlined the importance of a strong and vibrant VCS to the overall resilience and well-being of Calderdale. The positive impact of the VCS during Covid 19 has recently 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>
- 4.4 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.
- 4.5 However, it also needs 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. This is 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.
- 4.6 This report gives an update on 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 into the future. It includes a refresh of the priorities for our programme of

funding to ensure that it continues to the Council's ambition to be the Best Borough in the North (Vision for 2024) and priorities to act upon our climate emergency, reduce inequalities and the causes of deprivation and develop thriving market towns. 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 Update on the Voluntary Sector Commissioning programme:

4.8 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.

4.9 The full list of ongoing grants and contracts supporting the voluntary sector is provided for information in **Appendix A**.

4.10 Key VCS contracts:

4.11 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 VCS.

4.12 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.

4.13 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 is able to play a key role in delivering key aspirations set out within Vision 2024.

4.14 **The current contract runs until March 2021. 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 year until March 2022.** 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 2021.

- 4.15 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.
- 4.16 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 2020 and 2021 due to the economic impact of the Covid-19 pandemic. The current contract runs until 2021. 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 2021. It is recommended that this contract is extended by a further year to March 2022. 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.**
- 4.17 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. At the end of June 2020 there were 97 open advocacy cases. 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 2021. It is recommended that this contract is extended by a further year to March 2022. 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.**
- 4.18 Strategic grants programmes for the VCS 2021-24
- 4.19 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).
- 4.20 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.

4.21 The current grant funded organisations have been monitored throughout the programmes and the majority have delivered significant impacts for their intended beneficiaries as well as some wider impact for the VCS. COVID 19 has impacted on the delivery of some services. Where programmes have had to cease altogether the grant funding has been returned/not paid. However, most organisations have been able to diversify their offer and supported numerous local schemes and initiatives during the pandemic. Final reports from each of the funded organisations from the 2018-21 programme will be made available to Portfolio Holders and more widely by request.

4.22 Proposals for taking forward the three programmes are set out below.

4.22.1 **Culture** – This funding stream is designed to complement and help attract national cultural funding streams particularly but not exclusively from Arts Council England (ACE). As ACE plans to restart its new 3-year cycle from April 2022-2025 it is therefore proposed that we rollover our current Culture grants for a further year and then review our programme to align with the ACE approach.

4.22.2 **Stronger neighbourhoods** –It is proposed that we end the existing programme in March 2021 as planned and open the programme for new applications for projects starting in April 2021 to run for 1 year only. The window for applications will open on 16 November 2020. The full timetable for the new grant applications is attached in **Appendix C**.

4.22.3 We have revised the objectives for the programme to reflect Council priorities, emphasise 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 will also form part of our recovery work with the sector.

4.22.4 These grants will have a minimum of £10k and maximum of £25k pa for any one organisation.

4.22.5 **Advice and tackling poverty** – It is proposed that we end the existing programme in March 2021 as planned and open the programme for new applications for projects starting in April 2021 to run for 1 year only. The window for applications will open on 16 November 2020. The full timetable for the new grant applications is attached in **Appendix C**.

4.22.6 The revised objectives focus on helping people find and remain in employment, ensuring that people's rights are protected and making sure that the advice needs of the most vulnerable in Calderdale are met. The delivery of these objectives is also monitored as part of the Anti-Poverty Action Plan and reported on in the Anti-Poverty Annual Report. The Anti-Poverty Steering Group has been consulted on these objectives.

4.22.7 The advice grants will have a minimum of £10k and a maximum of £25k for any one organisation

4.23 A Cabinet decision is required to give approval for the overall scope and approach of a Stronger Neighbourhoods and Advice programmes. Delegated authority can then be given to the Director for Regeneration and Strategy in consultation with the portfolio holder for making the final awards. It is intended that the grants programmes will be launched following Cabinet approval of the schemes on 16 November 2020. A timeline with key milestones is set out in **Appendix C**.

4.24 The revised draft outcomes and objectives for both the Stronger Neighbourhoods and Advice grants programmes are set out for approval in **Appendix D**. These are set within the vision for Calderdale and are more tightly focussed to maximise the impact of the programme.

#### **4.25 Wider review of support for the VCS**

The Council provides grant support and commissions services from the VCS over a range of services including those detailed within this report but also across Adult and Children's social care. It is proposed that a wider review of support to the VCS is undertaken, including the services commissioned elsewhere in the Council to ensure that this is coordinated and makes best use of the limited resources available to the Council but also assists with the sustainability of the local community and voluntary sectors. It is anticipated that the £50k budget saving might be achieved through this wider review from 2022 onwards.

4.26 The proposals in this report will extend our existing VCS programme for one-year until 2022. During 2021-22 the Voluntary Sector team will undertake a full review of the programme to ensure that remains fit for purpose and well placed to support a post Covid 19 recovery across our communities.

4.27 In order to achieve this and other objectives, consideration is being given to reviewing all funding provided to the VCS by the Council in the form of grants. This would help us to ensure that we are maximising the investment that we are put into the sector and help create greater consistency and effective support for the VCS across all Council funds. Consideration will also need to be made about what is affordable given the continuing constraints on the Councils budgets.

## **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 one year 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 1 year 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.
- 5.5 Healthwatch: this report recommends that Cabinet approve extension of the contract for Healthwatch for 1 year 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.
- 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 Appendix C which aims for new projects to be set up by April 2021.

## **6. Financial implications**

- 6.1 The proposed voluntary sector grants and wider commissioning programme detailed in Appendix A of this report would be funded and contained within the overall revenue budget of £942,000 contained in the Regeneration & Strategy budget.
- 6.2 This report recommends that current contracts and grant programmes are extended for 1 year at existing budget levels. We will then reconsider budgets as part of the wider review of grant funding and commissioning the VCS in 2021-22 ahead of recommissioning. We would then look to recommission for a minimum of 3 years, 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 throughout the process of re-commissioning the voluntary sector infrastructure services. 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 The recommendation will require delegated authority to the Director of Regeneration & Strategy, in consultation with the Head of Democratic and Partnership 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.
- 7.4 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.
- 7.5 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 An opportunity for groups to find out more about the programmes will be held in November via virtual events to launch the grants programmes.

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

- 9.1 Working with and supporting the voluntary and community sector makes sound economic sense; in 2019 Involve Yorkshire and Humber Third Sector Trends<sup>1</sup> research report stated that across the region:
  - 9.1.1 The sector brought in £1.62bn in income in 2011, a rise of 3.5 per cent since 2007.
  - 9.1.2 The sector employs up to 87,000 paid staff (fte)

---

<sup>1</sup> Third Sector Trends in Yorkshire and the Humber 2014, Involve Yorkshire and Humber, <https://www.navca.org.uk/resources/91-demonstrating-value-of-the-sector>

9.1.3 It is supported by a dedicated network of around 350,000 volunteers, who donate over £207m worth of their own time.

9.1.4 The value of sector salaries to the region's economy was estimated to be around £2.5bn.

## **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 2021.

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 – 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 2021.  *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 2021- 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 AHSC 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  Current funded organisation:  - Citizens Advice Calderdale - DART	£75k

		- Healthy Minds consortium	
4.2	<u>Culture grants awarded 2017-2021</u>	Open grants programme scored against cultural objectives  Current funded orgs:  - Square Chapel - Hebden Bridge Arts Festival - Handmade Parade	£100k
4.2	<u>Stronger Neighbourhood grants awarded 2017-2021</u>	Open grants programme scored on stronger communities objectives  Current funded orgs:  - Centre at Threeways volunteering programme - Barnardos Positive Identities project for LGBTQ young people - Christians Together Calderdale Outreach programme - Smartmove volunteering programme - Healthy Minds mental health support for BAME community	£100k

**Total grants funding recommended £942,000**

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

## Appendix B - Timescale Stronger Neighbourhoods & Advice Grants 2021

2020					2021			
August	September	October	November	December	January	February	March	April
<p>Publish summary report of current programme of grants</p> <p>Discussions with procurement and confirm budgets with finance</p> <p>Draft grant objectives</p>	<p>Inform VCS on process for re-commissioning and timeline</p> <p>Consult on advice objectives (Anti-Poverty Steering Group)</p> <p>Consult on cultural objectives (Cultural Partnership)</p> <p>Consult on Stronger Neighbourhood objectives (Safer and Stronger Partnership)</p>	<p>w/b 28<sup>th</sup> Sept - Paper to DMT</p> <p>w/b 12<sup>th</sup> Oct - Paper to CLT</p> <p>w/b 26<sup>th</sup> Oct - Paper to Leader's briefing</p>	<p>Monday 9<sup>th</sup> Nov – Paper to Cabinet to outline application process / criteria and seek delegated authority to make awards</p> <p>Monday 16<sup>th</sup> Nov – Launch grant application process (4 weeks to apply)</p>	<p>Monday 14<sup>th</sup> December - Deadline for applications</p> <p>Due diligence and score applications based on agreed criteria</p>	<p>W/b 11<sup>th</sup> Jan – Assessed applications to Grants panel</p> <p>w/b 18<sup>th</sup> Jan Grants panel meet to make awards</p> <p>w/b 25<sup>th</sup> Jan – seek agreement from portfolio holder and Director</p>	<p>w/b 1<sup>st</sup> Feb Send out award letters to successful applicants</p> <p>Develop monitoring templates</p> <p>Draft Agreements</p>	<p>Sign off all monitoring arrangements and agreements</p> <p>Meet with grant recipients for pre project briefing</p>	<p>Funded projects start</p>

## Appendix C - Calderdale Stronger Neighbourhoods Objectives – 2021-24

*The vision: Strong neighbourhoods which contribute to all aspects of economic and social wellbeing and enhance our sense of place.*

*This will be achieved through effective partnerships, coordination and support for communities to achieve the Council's ambitions.*

<b>Theme</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Key Strategies</b>
<b>Develop thriving market towns</b>	Demonstrate the value of the active communities in regenerating our town centres and neighbourhoods	<ul style="list-style-type: none"> <li>Calderdale's strong community enterprise culture is recognised and promoted</li> <li>Support for job creation and skills - particularly through volunteering</li> <li>Development of community/social enterprise sector</li> <li>The role of community enterprise is evident in economic diversification</li> <li>Key community projects are economically resilient and sustainable</li> </ul>	<p>Inclusive Economy Strategy</p> <p>Inclusive Covid Recovery Plan – including work on Towns Funds programme</p> <p>Community anchor policy</p>
<b>Reduce inequalities and the causes of deprivation</b>	Build cohesive communities through volunteering, social action and active citizenship within all communities	<ul style="list-style-type: none"> <li>Social action taking place across Calderdale which promotes diversity and addresses inequalities</li> <li>Increased volunteering in areas of greatest need</li> <li>Community groups supported to deliver projects and build capacity</li> <li>The sector is supported to deliver targeted activity and high-quality health and wellbeing outcomes</li> </ul>	<p>Community Safety Strategic Assessment</p> <p>Inclusive Covid Recovery Plan – including Reducing Inequalities/Anti-Poverty Action Plan</p> <p>Calderdale Joint Wellbeing Strategy</p> <p>Calderdale Joint Strategic Needs Assessment</p>
<b>Act upon our climate</b>	Strong neighbourhoods are vital to our ambition to be the best Borough in the	<ul style="list-style-type: none"> <li>Increased sharing of knowledge, skills and resources between voluntary and community organisations</li> </ul>	Calderdale Council Mission and Priorities

---

**emergency**

North.

Effective partnerships with local people help to attract investment, maximise our impact in neighbourhood regeneration projects and deliver wider benefits for people

- Greater collaboration in the third sector providing support for networks and building strategic partnerships
  - Successful delivery of partnership projects
-



## Appendix D - Calderdale Advice & Anti-Poverty Objectives – 2021-24

*The vision: To prevent and reduce poverty and financial exclusion by providing quality, co-ordinated advice and information services to residents enabling them to contribute to, and participate in, the social and economic life of the borough.*

*This will be achieved by promoting financial resilience through effective partnerships, coordination, advice and support for communities to achieve the Council's ambitions.*

<b>Theme</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Key Strategies</b>
<b>Develop thriving market towns</b>	To help people find and remain in employment	<ul style="list-style-type: none"> <li>Advice services are responsive to changing needs</li> <li>Advice services ensure people access the right advice to develop their skills and employability</li> <li>Advice services ensure access to in work benefits that help support the transition into work.</li> </ul>	Economy and Enterprise Strategy Calderdale Anti-Poverty Action Plan
<b>Reduce inequalities and the causes of deprivation</b>	<p>To ensure that people's rights are protected</p> <p>To make sure that the advice needs of the most vulnerable in society are met</p>	<ul style="list-style-type: none"> <li>Advice services support people seeing advice through access to preventative support at the right place and time by joining up advice across agencies to get the best outcome for the individual</li> <li>Advice services work towards reducing digital inequalities</li> <li>Advice services work towards reducing health inequalities</li> </ul>	Calderdale Anti-Poverty Action Plan Digital Inclusion Strategy Calderdale Joint Wellbeing Strategy
<b>Act upon our climate emergency</b>	Effective partnerships are supported and developed to provide quality, co-ordinated advice services to help people become more financially resilient.	<ul style="list-style-type: none"> <li>Reduced demand for services overall</li> <li>Increased sharing of knowledge, skills and resources across all organisations providing information and advice services</li> <li>Greater collaboration in the third sector providing support for networks and building strategic partnerships</li> <li>Successful delivery of partnership projects</li> </ul>	Calderdale Anti-Poverty Action Plan

