

# **Voluntary and Community Sector (VCS) Infrastructure organisations**

# Background

## **CBC support**

Continued core funding established by the legacy authorities.

3 organisations , one grant agreement set up in 2016 worth £231,400 over 3 years.

## **Infrastructure Role**

Infrastructure organisations support and encourage the sector to develop and thrive through advice and information provision; training; volunteer recruitment, placement and support; representation; community development activity, village hall advice.

# Five Year Plan

A key outcome in the Council's emerging Five Year Plan is for our towns and villages to be sustainable and resilient places where:

- People are supported to help themselves and others;
- People of all ages will be encouraged to volunteer; and
- Residents, community organisations and town and parish councils will have opportunities to do more in and for their communities

# Outcomes and Performance 2016/17-2017/18

**O 1 - Increase the number of people volunteering**

**O 2 - Increase the amount of volunteering individuals do**

- 1497 enquiries brokered and 241 volunteers placed

**O 3 - Communities doing more for themselves**

**O 4 - Communities delivering local services**

- 12 new groups set up, 229 groups supported with advice and technical assistance

- 600 households supported through online social platform

- Community led planning, local greenspace enhancement,

**O 5 - Community enablers and active citizens**

**O 6 - Maximise the use of physical assets to support local**

**communities** 56 community building committees given advice

# **Presentations**

## **Community and Voluntary Services**

### **Martin Trinder**

# CVS Bedfordshire



- **We ‘supercharge’ the work of the local voluntary sector** - Critical role in supporting the sector with funding applications, tenders and staying legal.
- **A trusted, independent and impartial view on behalf of the local voluntary sector** - Connecting the sector with each other and the public/private sectors.
- **Encouraging volunteering and civic participation** - Promoting volunteering, supporting local people to get involved in their communities and do more for themselves.



**We work across Bedfordshire** – funded by Bedford Borough, Central Bedfordshire, Luton Borough and a local grant making trust.

## **Impact of funding reduction in Central Bedfordshire:**

Over the next three years:

- Local authority incur over £180,000 of additional costs
- Demand for council services will also increase
- Volunteer contribution worth over £450,000 will be lost
- Local VCSE sector income reduce by over £700,000

# **Presentations**

## **Community Action Bedfordshire**

### **John Gelder**



Some key outcomes of our work with community groups and local communities

- People are inspired to volunteer, have the opportunity to do so and have excellent volunteering experiences.
- Local communities are able to do more for themselves by creating, running and sustaining the community groups, social networks and cultural activities needed to develop strong and vibrant communities.
- Residents feel less isolated or lonely and are better connected with other residents, community groups and local services.
- Community groups have the people, skills, knowledge, systems and resources to meet the needs of their residents/service users, achieve their aims and recruit, retain and manage volunteers.
- Social Return on Investment: £8.22 - £10.47 for every £1 invested.

## Impact of reduced or zero funding of local VCSE Support Services

- No means for local residents to find a route into volunteering.
- Much more difficult for public sector to energise communities into doing more for themselves.
- Increased risk of local groups having poor governance, insufficient 'know how', volunteers and other resources needed to provide effective and trusted services.
- Reduced visibility for local charities and groups as national ones take centre stage, drawing resources away from CB.
- Reduction in residents' involvement in volunteering, local affairs, active lifestyles and community life, resulting in increased reliance on public services when help is needed.

# **Presentations**

## **Bedfordshire Rural Communities Charity**

**Tracy Cowan / Cliff Andrew**

# BRCC

**Helping people & communities do more for themselves**



 65 years service to Bedfordshire's communities

 Supporting Communities Team:

- Acts as 'Community Mobilisers'
- Hosts Network of Good Neighbour Schemes, some of which act as 'Community Connectors'
- Provides Community Buildings advisory service
- Facilitates Community-led Planning
- Hosts Rural Housing Enabler
- Hosts Community Agent service for some communities
- Now also hosts Social Prescribing Team of Community Wellbeing Champions for Central Bedfordshire

# Impacts & Outcomes



Survey of 159 community buildings; bespoke information and advice given to 56 Community Building management groups.



38 GNS with over 900 volunteers; undertaking an average of over 15,000 tasks for 2,700 clients, pa.




Over last 2 years have supported the production of 25 community-led plans.



New community groups have started; new health initiatives have commenced; group:group and group:individual connections have been made; green spaces have been enhanced; access routes have been improved.



*Our work has led to stronger, better informed communities; with more volunteers involved in helping more people in their communities.*

AUTHOR:	<b>BRCC</b>	
TITLE:	<b>BRCC delivery of CBC Community and Voluntary Infrastructure Support Grant</b>	
DATE:	<b>September 10<sup>th</sup>, 2018</b>	
PURPOSE:	<b>To highlight what BRCC has achieved with the Infrastructure Grant and outline the anticipated impacts of a cessation in funding</b>	

### **Background to BRCC**

Bedfordshire Rural Communities Charity (BRCC) is the leading community development agency working across Bedfordshire, with a proven track record built up over 65 years. BRCC also serves as the Rural Community Council (RCC) for Bedfordshire, one of 38 RCCs in England working together under the national umbrella body, ACRE - Action for Communities in Rural England.

For more information about BRCC visit <http://bedsrcc.org.uk/>; for more information about ACRE visit: <http://www.acre.org.uk/>

BRCC has 3 main service areas: Rural Transport, Rural Development and Supporting Communities. CBC's Community and Voluntary Infrastructure Support Grant has principally been delivered by the Supporting Communities Team.

### **Supporting Communities Team**

BRCC's Supporting Communities Team has a long and proven track record of making a difference across Central Bedfordshire in a number of work areas, including:

- Good Neighbour/ Village Care Schemes
- Green Infrastructure – planning, creation and management
- Community-led Planning - including Neighbourhood Planning
- Village Halls/ Community Buildings
- Rural Housing
- *Community Agents – in some communities*

The CBC Community and Voluntary Infrastructure Support Grant has enabled us to expand our work in a number of these areas. The funding has also enabled us to invest staff time in the development of new initiatives and funding bids. One such example is the Greensand Country Landscape Partnership, primarily within Central Bedfordshire and co-hosted by BRCC and the Greensand Trust. This ambitious project has brought over £3m of funding into the local area, delivering a wide range of benefits.

## **What we have achieved with the CBC Community and Voluntary Infrastructure Support Grant**

The main Outcomes that BRCC was commissioned to achieve and have been working on since April 2016 are:

- Outcome 3 - Communities doing more for themselves
- Outcome 4 - Communities delivering local services
- Outcome 5 - Community enablers and active citizens help people to access support as and when they need it
- Outcome 6 - Maximise the use of physical assets to support local communities, to create multi-functional community spaces / hubs managed by, with and on behalf of local communities
- Outcome 7 - People feel they can influence decisions in their area

Additionally, BRCC has also achieved against:

- Outcome 1 - Increase in the number of people volunteering
- Outcome 2 - Increase in the amount of volunteering individuals do

Much of our work overlaps a number of these Outcomes. Progress against these Outcomes is summarised against the most relevant Outcome below:

### **Outcome 3 - Communities doing more for themselves**

BRCC has

- Promoted national campaigns and initiatives to community groups and organisations, incl Town & Parish Councils
- Provided a DBS service enabling groups to recruit 950 approved volunteers
- Attended Town & Parish Council meetings to promote our services and provide information and advice
- Supported the creation of 11 new community groups (incl the recruitment of volunteers for 8 new Health Walk Groups and 3 new Good Neighbour Groups)

### **Outcome 4 - Communities delivering local services**

BRCC has

- Facilitated 275 journeys for community groups through the Community Transport brokerage, using volunteer drivers

Outcome 5 - Community enablers and active citizens help people to access support as and when they need it

BRCC has

- Equipped Community Mobilisers (BRCC staff) and Community Connectors (volunteers/ Good Neighbour groups) signposting local residents to the right sources of information and advice, including linking them to other community based activities

*Additionally, BRCC has Community Agents working in Pottton, Biggleswade, Eversholt & Shefford, providing more in-depth support for accessing services and activities to those in the community most at risk of isolation. This support is now further enhanced through a team of Community Wellbeing Champions undertaking Social Prescribing across Central Bedfordshire.*

Outcome 6 - Maximise the use of physical assets to support local communities, to create multi-functional community spaces / hubs managed by, with and on behalf of local communities

BRCC has

- Responded to over 100 enquiries from 76 individual community building management groups. Produced detailed reports for community buildings in Wixams, Cranfield, Marston Moretaine; and ongoing information and advice to Pottton Hall for All
- Involved individuals and community groups in the planning, creation and care of x4 Green Wheels and x10 green spaces (including Ivel Valley Conservation Volunteers, Friends of Biggleswade Green Wheel, ACORN, TEASEL and the Friends of Fairfield Orchards)

Outcome 7 - People feel they can influence decisions in their area

BRCC has

- Supported the production of 25 community-led plans, including Neighbourhood Plans and Green Infrastructure Plans
- Undertaken x5 Housing Needs surveys
- Coordinated community group comments on planning applications



Although not directly allocated for delivery by BRCC, we have also contributed to Outcomes 1 and 2:

Outcome 1 - Increase in the number of people volunteering

Outcome 2 - Increase in the amount of volunteering individuals do

Across our Good Neighbour, Health Walk and Conservation Volunteering groups, BRCC equips and supports over 1,000 volunteers (with volunteer input ranging from occasional Good Neighbour tasks to a day a week in conservation groups).

In Central Bedfordshire we have 38 Good Neighbour / Village care Schemes with over 900 volunteers; undertaking an average of over 15,000 tasks for 2,700 clients, pa.

### **Anticipated impacts of a cessation in funding this work**

In the current year, the CBC Infrastructure Grant funding that BRCC has received for its own work (ie, not passed on to partner CVS partners), equates to approx. 0.5 FTE. This is a reduced level from previous years, but as seen in the earlier sections of this paper, has enabled us to deliver significant outcomes. We believe that for a relatively modest financial investment, BRCC has achieved benefits and outcomes of far greater value than the simple cash value of the funding received.

We acknowledge that the CBC Community and Voluntary Infrastructure Support Grant is not the only source of funding that some of these areas of work receive. A loss of this funding source will not lead to us stopping work on all of these initiatives - however, the impacts of receiving no funding from CBC for these areas of work are anticipated to be:

- The loss of a specialist Community Building support service to the communities of Central Bedfordshire (including access to additional information and advice from ACRE). Central Bedfordshire would become one of the only LA areas in England to not have this service provided by an ACRE-affiliated organisation.
- The loss of staff capacity to work with new communities/ housing developments to ensure new community buildings/ assets, meet local needs and are managed appropriately.
- A reduction in the number of community groups being given support.
- A reduction in the number of new community groups being established.
- A reduction in the number of volunteers recruited and supported to deliver projects and services in their communities (Good Neighbours, Health Walk Leaders, Conservation Volunteers, Community Connectors, etc).
- A reduction in the number of local residents being supported by community groups and volunteers.
- A reduction in community / volunteer transport provision and/ or increased costs for passengers.
- A reduction in community-led planning activities (promotion and support of Neighbourhood Planning, Green Infrastructure Planning, etc).
- A reduction in community health (fewer health walks/ volunteer leaders/ walkers; less conservation volunteering opportunities).
- BRCC will also have reduced ability to develop projects and secure external funding into Central Bedfordshire.

Due to the nature and breadth of the grant-funded work undertaken by BRCC, assigning true financial values to benefits and impacts is not possible. However, we believe that our work brings significant financial savings and social benefits for Central Bedfordshire, increasing the quality of life of local residents.

We would welcome the opportunity to discuss future funding options for the above areas of work with Central Bedfordshire Council.

Tracy Cowan

Chief Executive

Cliff Andrews

Supporting Communities Manager

## Impact Assessment of the withdrawal of infrastructure support for the Voluntary, Community and Social Enterprise (VCSE) sector in Central Bedfordshire.

This document sets out the impact of CVS not being funded to provide services in Central Bedfordshire from April 2019 onwards. It outlines the main services currently being provided, what level of service is likely to be in place from April 2019, and details the impact and financial implications on both the VCSE sector and the local authority.

Over the next three years, CVS estimates that the impact will result in the local VCSE sector will seeing their income reduce by well over £700,000, the local authority will incur over £180,000 of additional costs, and the reduced contribution of volunteers is costed at over £450,000. Demand for council services will also increase.

For Central Bedfordshire Council to deliver their current five year vision and meet their obligations, the authority needs to collaborate, encourage and support the local voluntary, community and social enterprise sector. The sector plays a critical role in providing services that support all of the priorities in the five year vision:

<b>Enhancing Central Bedfordshire</b>	The diverse range of community activities and opportunities on offer, organised by local VCSE organisations for local residents to enjoy and become part of their own community, is a key characteristic of making Central Bedfordshire a place people want to live.
<b>Great Resident Services</b>	Volunteers play a key role in delivering many services for local people, with numerous VCSE organisations involved in maintaining and improving the physical appearance of the local environment in the town and villages that make up Central Bedfordshire.
<b>Improving Education and Skills</b>	VCSE organisations deliver numerous key services for both children and older people, including employment support schemes, support for young people and a range of other services that improve education and skills. Volunteering with VCSE organisations offers a route to developing work-based skills and experience.
<b>Protecting the Vulnerable; Improving Wellbeing</b>	VCSE organisations are a major provider of services across Central Bedfordshire, offering a range of early intervention and preventative services for both children, families and older people. Volunteering for some people can reduce their own social isolation and offers a sense of fulfilment and giving back to the community.
<b>Creating Stronger Communities</b>	Local VCSE organisations are often the embodiment of local people getting involved, making a difference by tackling issues and providing services that the local community want. Communities are more able to do things for themselves.
<b>A More Efficient and Responsive Council</b>	<p>The VCSE is a key local partner, speaking up for people in society that often struggle to have their voice heard, which can help the council co-ordinate great solutions for local residents.</p> <p>The VCSE is also a very cost-effective partner, making best use of funds and resources, often drawing other funds and sources of support into the local area.</p>

## The role of CVS

Community Voluntary Service (CVS) is a voluntary and community sector support organisation, offering a range of services, enabling local organisations and communities to make a difference.

- We provide advice, information, training and facilities, supporting organisations in the local voluntary, community and social enterprise sector.
- We promote volunteering and match volunteers with local opportunities.
- We encourage organisations in the local voluntary, community and social enterprise sector to work together, and in partnership with the public and private sector, connecting and sharing knowledge and expertise.

CVS currently receives approximately £23,000 per annum from Central Bedfordshire Council to deliver 'infrastructure services', to support the local VCSE sector. Funding is also received from Bedford Borough Council and Luton Borough Council to deliver similar services in those localities.

From April 2019, due to a cessation in funding from Central Bedfordshire Council, CVS will be unable to deliver services to local VCSE organisations in Central Bedfordshire, which will have a detrimental impact on both the local authority and local VCSE organisations. The following impact assessment sets this out in detail:

Service	What will this look like	Impact on the VCSE and Central Bedfordshire Council (CBC)
Funding advice	<p>No capacity to support VCSE to identify funding sources AND develop high quality applications.</p> <p><b>Financial Impact:</b> A risk of £600,000 over three years of external funding (Lottery, trusts and foundations, etc) not being secured by Central Bedfordshire based organisations.</p>	<ul style="list-style-type: none"><li>• Fewer successful applications, resulting in a reduction of income for the local VCSE sector, fewer preventative and early intervention type services being delivered by the VCSE.</li><li>• CBC will see a rise in enquiries for funding which CBC staff will have to resource and manage, as they cannot be passed to CVS. Up to 50 organisations are supported each year.</li><li>• CBC has stated that they 'will work with CVS to explore new ways of working and support voluntary and community organisations to access alternative sources of funding. This has not yet occurred and does not indicate what the impact is if no alternative sources of funds are secured.</li><li>• Councillors/elected members will be unable to refer organisations seeking support.</li></ul>
Commissioning and procurement support	<p>No capacity to support smaller VCSE to prepare for tenders, develop bids, and develop partnership/consortium bids.</p> <p>No independent organisation able to work with both commissioners and providers to ensure the process is fair, meets the expectation set out in the Social Value Act, and that smaller VCSE organisations are supported accordingly.</p> <p>No capacity to support CBC to engage with the sector to</p>	<ul style="list-style-type: none"><li>• VCSE organisations will struggle to compete with larger/private sector organisations with full-time bid writers. Greater risk of closure.</li><li>• Fewer VCSE organisations will create the conditions for 'Marketplace Failure' and CBC will have limited potential suppliers to keep costs competitive.</li><li>• Greater risk that a tender process will descend into a costly legal challenges, negative press coverage and local disputes with the local community.</li><li>• CBC will need to allocate additional resources to meet their statutory duties under the Social Value Act, which places a requirement on commissioners to consider the economic, environmental and social benefits of their approaches to procurement.</li></ul>

	<p>enable effective consultation and coproduction</p> <p><b>Financial Impact:</b> Up to £145,000 of funding over three years not secured by Central Bedfordshire based VCSE organisations.</p> <p>Over £20,000 per year in additional CBC staff time and legal fees.</p>	<ul style="list-style-type: none"> <li>Barriers to smaller organisations and groups from engaging with the public service commissioning process.</li> </ul>
Safeguarding support	<p>No capacity to support VCSE to develop appropriate safeguarding policies and arrangements.</p> <p>No capacity to offer workshops for staff and volunteers.</p> <p><b>Financial Impact:</b> Up to £30,000 over three years in additional CBC staff time required to engage and support local VCSE organisations.</p>	<ul style="list-style-type: none"> <li>Fewer VCSE organisations will be aware of local adult and children safeguarding arrangements. Greater risk of appropriate safeguarding alerts not being made.</li> <li>CBC staff will need to increase the level of outreach they provide in order to fulfil their duty (Children's Act 2004) to 'promote cooperation' relevant organisations 'that are engaged in activities in relation to children in the authority's area.'</li> </ul>
Governance and Practical Issues	<p>No capacity to support new organisations to become formally established.</p> <p>No capacity to offer support on a range of issues, including: Charity Law, Data Protection/ GDPR, Employing Staff, Policies and Procedures, Financial Management, etc.</p> <p>No capacity to support the safe closure of organisations.</p> <p>Smaller voluntary organisations may be unaware of their own support needs and therefore unable to seek support.</p> <p><b>Financial Impact:</b> Increased demand on council services, especially in adult and children's services, increasing year-on-year as VCSE organisations struggle.</p>	<ul style="list-style-type: none"> <li>More difficult for local communities to respond to new and changing needs. No local support to advise on correct legal structures for the services that they wish to provide.</li> <li>VCSE organisations will have no one-to-one support on a range of organisational issues, all critical for the safe running of an organisation.</li> <li>Loss of oversight of capabilities and needs of local groups to promote high quality services driven by good governance and strategic change management.</li> <li>Greater risk of unplanned closures, resulting in unpaid debts, service users without support, sudden unemployment, and negative press coverage.</li> <li>CBC officers will receive enquiries relating to setting up organisations to meet new local needs.</li> <li>Inability to meet onerous organisational management requirements, may encourage some local groups to stay 'under the radar'.</li> <li>Inability to meet the needs of smaller voluntary organisations and groups which is often for face-to-face support, often out of hours – in particular to suit volunteers.</li> <li>Greater inequality experienced by groups formed from BME, LGBT, people with mental health problems, etc through absence of</li> </ul>

		<p>culturally appropriate support, and difficulty in communicating their needs.</p> <ul style="list-style-type: none"> <li>• Reduced ability to demonstrate impact and provide evidence of what the VCSE sector does and why that is needed and consequent difficulties with accessing funding and engaging in commissioning processes.</li> <li>• VCSE organisations will find it harder to recruit, train, support and manage volunteers if they do not have good practice systems and processes in place.</li> </ul>
Volunteering	<p>No capacity to promote volunteering in Central Bedfordshire through events, social media and other awareness campaigns.</p> <p>No capacity to support local organisations to promote their opportunities.</p> <p><b>Financial Impact:</b> ONS estimates an average of £1,500 for every volunteer. Just 100 fewer volunteers every year will reduce the sectors capacity by £450,000 over three years.</p>	<ul style="list-style-type: none"> <li>• Fewer opportunities for Central Bedfordshire residents to volunteer in Central Bedfordshire. Most opportunities on the Volunteer Connect system will be in neighbouring local authority areas.</li> <li>• Reduced capacity of communities in Central Bedfordshire to do things for themselves.</li> </ul>
Ongoing communication and networking and engagement	<p>Email update may still be available to Central Bedfordshire VCSE organisations.</p> <p>(Subject to the organisation continuing to be funded in other localities.)</p> <p><b>Financial Impact:</b> Up to £45,000 over three years in additional CBC staff time required to engage and support local VCSE organisations.</p>	<ul style="list-style-type: none"> <li>• VCSE organisations could still access the CVS website and Email update, but there would be no Central Bedfordshire specific information as staff will not be able to engage with local organisations and agencies.</li> <li>• Barriers to sharing resources, such as meeting rooms or intangible resources such as skills.</li> <li>• Reduced skills, knowledge and capacity to seize new opportunities, take on new challenges and adjust to changing circumstances.</li> <li>• Loss of a key tool for the VCSE to keep up-to-date with developments in relevant areas.</li> </ul>
Collaborative/ partnership working, and consultation.	<p>No capacity to provide the council with a trusted, independent and impartial view from the perspective of the VCSE sector.</p> <p>No capacity to engage in any meetings/partnerships or consultation activities in Central Bedfordshire on behalf of the local VCSE sector.</p>	<ul style="list-style-type: none"> <li>• Central Bedfordshire Council will find it harder to engage and consult with the local VCSE sector when they are required to do so. Additional staff time will be required in order to undertake any engagement or consultation.</li> <li>• There will be no local up-to-date directory of VCSE organisations for Central Bedfordshire Council to use to identify which agencies are delivering services. The cost of creating a similar directory would in excess of £30,000.</li> <li>• There will not be a locally trusted VCSE infrastructure organisation through which the local authority can 'link' to the sector, resulting</li> </ul>

	<p>No capacity to maintain an oversight of the VCSE sector, the changes, challenges and needs, which help inform the local authority.</p> <p>No capacity to support early intervention projects within the local VCSE, which will reduce demand on council services.</p> <p><b>Financial Impact:</b> Up to £45,000 over three years in additional CBC staff time required to engage and support local VCSE organisations.</p>	<p>in Central Bedfordshire Council finding it harder to engage and work in partnership with the sector.</p> <ul style="list-style-type: none"> <li>• Missed opportunities to maximise value as no capacity to encourage and support organisations to work together.</li> <li>• Not funding infrastructure support will damage the relationship between CBC and local VCSE organisations, who will interpret it as a measure of how important the council views the work and role of VCSE organisations.</li> </ul>
Digital	<p>Limited access to skills development and resources to VCSE to adapt to changes.</p> <p>No support to make the most of opportunities from digital.</p> <p>Exclusion of some organisations, and individuals from participation and access to advice/support.</p> <p><b>Financial Impact:</b> Increased demand on council services, especially in adult and children's services, increasing year-on-year as VCSE organisations struggle.</p>	<ul style="list-style-type: none"> <li>• Challenges to VCSE organisations which do not have the skills or resources to engage or adapt the way they work.</li> <li>• VCSE organisations hampered by barriers to accessing technology and connectivity and a serious risk that digitally excluded VCSE organisations (and individuals) will be further excluded.</li> <li>• Individuals supported by VCSE organisations disproportionately affected by the move by public services to provide services primarily online.</li> </ul>

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## ***BUSINESS CASE FOR LONG-TERM FUNDING FOR COMMUNITY ACTION BEDFORDSHIRE***

### **1. Introduction**

This paper sets out some thinking from Community Action Bedfordshire (formerly Voluntary and Community Action) on the continued need for infrastructure funding and explores the outcomes from this work and the contribution made by Community Action to the development of Stronger Communities in Central Bedfordshire.

There is concern among many that the diminishing funding currently provided to Community Action by Central Bedfordshire Council (£55k pa down to £zero by 31 March 2019) will seriously put at risk the valuable work the organisation undertakes in supporting and coordinating the voluntary and community sector; promoting, developing and supporting local volunteering; enabling people to get involved in local communities; and its work with local communities on social isolation, the development of local Timebanks and on expanding social networks.

We have always taken an innovative approach to what we do and have moved away from the traditional support activities of local infrastructure organisations to one that is active in communities addressing social isolation and informal volunteering, for example. Although alternative funding has been sought and obtained (in some cases) these have proved to be uneconomical and unsustainable. In short, the organisation could close or, at best, significantly reduce activity and staff to provide only very limited support, with no capacity to take on additional activities or respond to requests for additional information, promotion or support activities from January 2019.

We acknowledge that re-instating funding to the 2015/16 level of £125,133 pa may not be possible, but including £98,133 pa (2016/17) into the Council's four-year rolling Budget would go a long way to ensuring that Community Action Bedfordshire (and its partner organisations) continue to deliver these important functions and activities in Central Bedfordshire.

### **2. About the Work we Do**

We are a voluntary and community sector support organisation that develops, enables, promotes and supports local voluntary and community action (including volunteering) across Bedfordshire.

Local community action provides a powerful force for change, both for those involved and for the wider community. Everyday Community Action Bedfordshire, along with local voluntary organisations, charities and community groups, make a vibrant and effective contribution to the quality of life of all who live and work in Bedfordshire.

The voluntary and community sector has an important part to play in the development of healthy and sustainable communities across Central Bedfordshire. This involves advocating, creating, delivering and supporting new and existing *social infrastructure* to address the needs of residents in local communities; and empowering them to develop and sustain new and existing social networks, activities and community groups needed to shape and create a strong sense of community, place and belonging. Community Action Bedfordshire helps this to happen and delivers its own projects to achieve these outcomes.

Community Action is the licensed Volunteer Centre for Central Bedfordshire. It is also able to develop the capacity and skills of voluntary organisations, community groups, volunteers and community activists. It works in partnership with others to increase the quality, quantity, contribution and accessibility of local community action, so that:

- people are inspired to volunteer, have the opportunity to do so and have excellent volunteering experiences;



- local communities are able to do more for themselves by creating, running and sustaining the community groups, social networks and cultural activities needed to develop strong and vibrant communities;
- residents feel less isolated or lonely and are better connected with other residents, community groups and local services;
- community groups have the people, skills, knowledge, systems and resources to meet the needs of their residents/service users, achieve their aims and recruit, retain and manage volunteers;
- voluntary organisations, community groups and residents have a strong voice and an active involvement in influencing the decisions that shape their community;
- those who are socially disadvantaged are able to participate more fully in society.

### **3. Objectives**

Our work is underpinned by the following objectives:

1. To empower residents to lead, create, develop and sustain new and existing social networks, cultural activities and community groups.
2. To enable local communities to design and deliver activities and services that reduce the social isolation of residents and enable them to become actively involved in their community.
3. To enable people to be better informed about local services, social networks, volunteering opportunities, community activities and community groups in their area; how to access them and improve their well-being.
4. To support communities in creating, developing and managing local forums and networks that are inclusive, open and participatory, which are owned by and accountable to the community.
5. To enable residents to take an interest in, and engage with, local issues affecting them or their community through local forums, consultations and other media.
6. To support communities in creating, developing and managing meeting places that are sustainable, welcoming and accessible to all.
7. To enable the provision of information on, and access to, start-up funding/small grants to stimulate grass-roots activity and capacity building.
8. To enable the provision of, and access to, appropriate learning and skills development opportunities to equip people for active involvement and to support their own groups.
9. To promote and develop volunteering; including the recruitment, retention and management of volunteers; and volunteers who are prepared to mobilise others, organise and deliver community action.
10. To promote and develop a culture of 'informal volunteering' and 'neighbourliness' where people do something to help someone in their community and/or share their skills informally with others.

### **4. Outcomes**

Strategic Outcomes from our work:

- (1) People are better informed about local services, social networks, volunteering opportunities, community activities and community groups in their area, and how to access them.
- (2) People are able to meet socially/informally with others through social activities or other services offered in the community.
- (3) People are actively involved in the community through their participation in community groups, forums, activities or volunteering.
- (4) People are actively involved in leading, planning and/or organising community groups, forums and activities.

- (5) People feel less isolated or lonely as a result of participating in social networks, volunteering, community activities and community groups etc.
- (6) People have increased fulfilment/satisfaction as a result of being able to help others and/or share their skills with others.
- (7) People are able to, individually and collectively, have a greater say in decisions that affect their community's well-being.
- (8) Community groups have the people, skills, knowledge, systems and resources to meet the needs of their residents/service users, achieve their aims and recruit, retain and manage volunteers.

Possible Outcomes for Individuals:

As a result of their participation in Community Action's programmes, the individual .....

**1. Improved health and well being**

- 1.1 Feels their mental health has improved
- 1.2 Benefits from an increase in exercise/active living
- 1.3 Has increased confidence and self-esteem
- 1.4 Feels less isolated or lonely

**2. Independent living maintained**

- 2.1 Receives help with shopping and daily activities
- 2.2 Receives help with house and garden maintenance
- 2.3 Obtains needed services or goods that they would otherwise not afford
- 2.4 Is better informed about, and has been able to access, local services
- 2.5 Knowing their neighbours and being able to call on others increases their feeling of safety and security

**3. Increased participation in the community**

- 3.1 Develops new social networks
- 3.2 Gives and receives help through a Timebank
- 3.3 Gains satisfaction from sharing their skills with others in the community
- 3.4 Participates in community activities, groups, forums or formal volunteering
- 3.5 Feels increased personal fulfilment/satisfaction from their participation in the community
- 3.6 Feels less isolated or lonely

**5. Evidencing the Value of our Investment**

An external Social Return on Investment (SROI) evaluation of our work found that the main outcomes experienced by service users who were unemployed *were improvements in the quality of their lives through joining with others and being supported in job search and work-related training. This began with experiences of feeling less alone and isolated .... gaining in confidence and motivation and hence being able to increase work aspirations and gain better job seeking skills.* The study found that for every £1 invested in the project there was a social return of £10.47, which was considerably higher than many other employment support projects.

A SROI evaluation of our work with residents in Leighton Buzzard found that common needs among residents were the issues of isolation, the need to engage in new relationships outside family and home and the need to have more engagement with the local community. The impact of the project was that, as a result of their participation in the project, residents had:

- reduced isolation and loneliness leading to better mental and physical health.
- decreased stress and anxiety
- improved well-being through wider circle of relationships and local contacts
- improved relationships at home
- increased feelings of safety and security
- improved personal development
- increased opportunities to help others
- access to reliable local information.

87% of residents surveyed stated they felt they had been able to make friends and felt less isolated or lonely as a result of our interventions. The relationships residents formed .... *gave many a lifeline to a better quality of life and they attribute this not just to the existence of the facility but also to the staff who work there.* The study found that for every £1 invested there was a social return of £8.22, which is considerably higher than many community projects of this type.

## **6. Links to Central Bedfordshire Council Priorities**

Our work actively promotes, support and develops the Council's Five Year Plan, which identifies Stronger Communities as or where ....

- people build successful lives; everyone has the opportunity to fulfil their potential
- people and organisations have the opportunity to do more (for themselves)
- people are supported to help themselves and others
- volunteering creates opportunities for people of all ages
- there is a greater sense of place
- people participate in local affairs and services
- reducing social isolation; promoting social inclusion

CBC Adult Social Care, Health and Housing identifies that customers and carers are ....

- safe and secure
- able to live independently at home
- participating in the community
- not socially isolated or lonely.

## **7. Impact of Reduced Funding in Central Bedfordshire**

Impact of reduced or zero funding of local VCS Support Services

- No means for local residents to find a route into volunteering.
- No support to local volunteer-involving organisations, including CBC and other public sector organisations, in developing and promoting local volunteering opportunities and programmes.
- Reduction in residents' involvement in volunteering, local affairs, active lifestyles and community life, resulting in increased reliance on public services when help is needed.
- Increased pressure on Council services from residents needing non-clinical solutions that will improve their social, emotional or practical needs; enable individuals to take greater control of their own lives; and support their health and wellbeing.
- Much more difficult for public sector to energise communities into doing more for themselves.
- Increased risk of local groups having poor governance, insufficient 'know how', volunteers and other resources needed to provide effective and trusted services.
- Loss of intelligence and data about local voluntary and community services (4,000 organisations across Bedfordshire).
- Reduced visibility for local charities and groups as national ones take centre stage, drawing resources away from Central Bedfordshire.

## **5. Strengths and Opportunities**

Community Action's experience shows that residents are keen to address their own social isolation and loneliness if they are given opportunities to do so in a supportive environment where there are trusted people who can help them make the links and 'broker' opportunities with them. Some also welcome the opportunity to volunteer formally (through organisations and community groups), often to help others, but lack information and networks to do so. Informal volunteering and 'neighbourliness' enables residents to help others or contribute to informal networks. More and more people are attracted to ideas around reciprocity with activities such as Timebanking.

As the only licensed Volunteer Centre for Central Bedfordshire, we have the skills, knowledge and experience; backed by quality accreditation from NCVO and the matrix standard; to deliver, promote and support local volunteering. Community Action also has the energy, skills and experience to imagine new ways of doing things; to adapt our delivery methods and to really focus on the challenges, strengths and opportunities of addressing social isolation and loneliness, volunteering and building stronger communities.

# Terms and Conditions of Grant



**Between:**

**Central Bedfordshire Council and  
Bedfordshire Rural Communities Charity (BRCC),  
Community and Voluntary Service (CVS)  
and  
Voluntary and Community Action South Beds (VCA)**

Grant value	
Year One (2016/17)	£98,133.79
Year Two (2017/18)	£71,133.79
Year Three (2018/19)	£44,133.79
Year Four (2019/20) if extended	£17,996.79
Total	£231,398.16
For the period:	1 April 2016 to 31 March 2019

These Terms & Conditions of Grant relate to grant funding to support the Grant Recipient(s) deliver services to other organisations and / or the public. Whilst these services are of benefit to the public, Central Bedfordshire Council does not derive any direct benefit from the service / advice provided.

**This agreement is between:**

**(a) Central Bedfordshire Council of Priory House, Monks Walk, Chicksands, Shefford, SG17 5TQ.** (Referred to as 'the Council' in Parts A and B of this agreement)

<b>Signature (on behalf of Central Bedfordshire Council)</b>	
<b>Signature</b>	
<b>Name</b>	<b>Sue Harrison</b>
<b>Designation</b>	<b>Director of Children's Services</b>
<b>Date</b>	<b>01.04.16</b>

**(b) The organisations being provided funded and providing services under these Terms & Conditions of Grant.** (Referred to as 'the Grant Recipient(s)' in Parts A and B of this document)

<b>Signature (on behalf of 'the Grant Recipient(s)')</b>			
By signing these Terms & Conditions of Grant you are confirming that: <ul style="list-style-type: none"> <li>You have the authority to sign on behalf of the Grant Recipient(s).</li> <li>You have read and fully understand the terms and conditions in both Part A and Part B of these Terms &amp; Conditions of Grant and commit the Grant Recipient(s) named below to comply with them.</li> </ul>			
<b>Signature</b>			
<b>Name</b>	Jon Boswell	Martin Trinder	John Gelder
<b>Designation</b>	Chief Executive	Chief Officer	Director
<b>Address</b>	BRCC The Old School, Cardington, Bedford MK44 3SX	CVS 43 Bromham Road Bedford MK40 2AA	VCA Bossard House, West Street, Leighton Buzzard LU7 1DA
<b>Date</b>			

**The these Terms & Conditions of Grant are made up of two parts:**

- **Part A, Terms & Conditions of Grant**
- **Part B, Specification**

# PART A: TERMS AND CONDITIONS OF GRANT

## AGREEMENT

Between Central Bedfordshire Council: (known as “the Council” hereafter)  
And Bedfordshire Rural Communities Charity (BRCC), Community and Voluntary Service (CVS), and Voluntary and Community Action (VCA), (known as “the Grant Recipient(s)” hereafter).

### 1. PURPOSE OF THE TERMS & CONDITIONS

1.1 This Agreement relates to Central Bedfordshire Council funding the Grant Recipient(s), for the purpose of:

The Council wishes to support VCS infrastructure organisations to help achieve the key outcomes in the Council's emerging Five Year Plan; that our towns and villages are sustainable and resilient places where:

- People are supported to help themselves and others;
- People of all ages will be encouraged to volunteer; and
- Residents, community organisations and town and parish councils will have opportunities to do more in and for their communities

A strategy for building resilient and self-sustaining communities is in development to ensure a whole council approach at maximising the contribution of all service areas and steering their impact to ensure community resilience and greater social capital. The Council wishes to extend that approach to include VCS infrastructure organisations to work with us to build strong and resilient communities.

### OUTCOMES – (see Part B for more detail)

1. Increase the number of people volunteering

2. Increase the amount of volunteering individuals do

3. Communities doing more for themselves

4. Communities delivering local services

5. Community enablers and active citizens help people to access support as and when they need it

6. Maximise the use of physical assets to support local communities, to create multi-functional community spaces / hubs managed by, with, and on behalf of local communities

7. People feel they can influence decisions in their area

- Broker and facilitate discussions between public bodies and the wider VCS through community forums / liaison groups to help VCS groups engage with decision making organisations.

The Council is making grant funding available as follows:

Grant value	
Year One (2016/17)	£98,133.79
Year Two (2017/18)	£71,133.79
Year Three (2018/19)	£44,133.79
Year Four (2019/20) if extended	£17,996.79
For the period:	1 April 2016 to 31 March 2019

1.2 The detail of these services are as set out in Part B the Specification.

1.3 All parties should comply with the Bedfordshire and Luton Compact which aims to develop a close, efficient and more effective equal working partnership between local voluntary and community organisations and statutory agencies.

### 2. AUTHORISED REPRESENTATIVES

2.1 All correspondence relating to these Terms & Conditions of Grant from the Grant Recipient(s) will be addressed to the Councils authorised representatives named in the table below.

Authorised Individuals		The Council			
To sign the Terms & Conditions of Grant	Name	Sue Harrison	Jon Boswell	Martin Trinder	John Gelder
	Position	Director of Children's Services, CBC	Chief Executive	Chief Officer	Director
	Address	Priory House, Monks Walk, Chicksands, Shefford. SG17 5TQ	BRCC The Old School, Cardington, Bedford MK44 3SX	CVS 43 Bromham Road Bedford MK40 2AA	VCA Bossard House, West Street, Leighton Buzzard, Beds LU7 1DA
	Telephone	0300 300 4229	01234 834931	01234 354366	01525 850559
	email	<a href="mailto:sue.harrison@centralbedfordshire.gov.uk">sue.harrison@centralbedfordshire.gov.uk</a>	<a href="mailto:jonb@bedsrcc.org.uk">jonb@bedsrcc.org.uk</a>	<a href="mailto:martin@yourcvs.org">martin@yourcvs.org</a>	<a href="mailto:john@action-centralbeds.org.uk">john@action-centralbeds.org.uk</a>
To be responsible for Monitoring and Reviewing these Terms & Conditions of Grant	Name	Sarah Hughes	Jon Boswell	Martin Trinder	John Gelder
	Position	Community Engagement Manager	Deputy Chief Executive BRCC	Chief Officer, CVS	Director
	Telephone	0300 300 6166	01234 834931	01234 354366	01525 850559
	email	<a href="mailto:Sarah.hughes@centralbedfordshire.gov.uk">Sarah.hughes@centralbedfordshire.gov.uk</a>	<a href="mailto:jonb@bedsrcc.org.uk">jonb@bedsrcc.org.uk</a>	<a href="mailto:martin@yourcvs.org">martin@yourcvs.org</a>	<a href="mailto:john@action-centralbeds.org.uk">john@action-centralbeds.org.uk</a>
To be responsible for key stages of resolution	Operational level	Sarah Hughes	Jon Boswell	Martin Trinder	John Gelder
	Senior officer level	Peter Fraser			
	Director level	Sue Harrison			

### 3. STATUS OF THESE TERMS & CONDITIONS OF GRANT

- 3.1 The parties to these Terms & Conditions of Grant intend that it be legally binding and each party warrants its ability to enter into these Terms & Conditions of Grant.
- 3.2 The Grant Recipient(s) is/are a separate party to these Terms & Conditions of Grant and is/are not legally an agent or partner to the Council.
- 3.3 Neither the Grant Recipient(s) nor its/their staff shall in any circumstances hold itself or themselves out as being authorised to enter into any agreement on behalf of the Council or in any way to bind the Council to the performance, variation, release or discharge of any obligation.

### 4. DURATION / GRANT VALUE AND PAYMENT TERMS

- 4.1 The date on which these Terms & Conditions of Grant take effect is **01.04.16**.
- 4.2 The duration of these Terms & Conditions of Grant is for a period of 3 years. This may be extended for a further 1 year bringing the life of the Terms & Conditions of Grant up to a maximum of 4 years. Any such extension of the Terms & Conditions of Grant will be subject to agreement by both parties.
- 4.3 The Council will pay to the Grant Recipient(s) the sum of which covers the duration of the Terms & Conditions of Grant for the goods or services as detailed in Part B the Service Specification. Payments to the value of the Terms & Conditions of Grant will be made in instalments as agreed by the Council and are detailed in the table at section 7.3. Payments will be made once the Terms & Conditions of Grant has been agreed by all parties, the Council has supplied the Grant Recipient(s) with a Purchase Order number, and the Grant Recipient(s) has supplied the Council with an invoice quoting their Purchase Order number, subject to the terms and conditions outlined

in this Terms & Conditions of Grant. The invoice should be sent to the authorised representative named in Section 2.

- 4.4 Under these Terms & Conditions of Grant the Grant Recipient(s) comprises of three separate VCS infrastructure organisations. These Grant Recipient(s) have agreed that the funding provided under this these Terms & Conditions of Grant will be allocated as stated in the following table.

Grant value	
Year One (2016/17)	£98,133.79
Year Two (2017/18)	£71,133.79
Year Three (2018/19)	£44,133.79
Year Four (2019/20) if extended	£17,996.79
For the period:	1 April 2016 to 31 March 2019

- 4.5 All three Grant Recipient(s) (BRCC, CVS and VCA) have agreed with the Council that each is responsible for its own performance against the performance objectives stated in Part B: Specification.
- 4.6 Should one Grant Recipient(s) fail to achieve agreed objective(s), the remaining Grant Recipient(s) will not be held liable.
- 4.7 In the event of under-performance or failure to achieve agreed objective(s), in the first instance all efforts will be made by these Terms & Conditions of Grant Officer to work with the relevant Grant Recipient(s) to rectify the situation to the Council's satisfaction.
- 4.8 Should 4.7 be unsuccessful however, thereafter all parties should refer to clause 7.4 Issue Management.

## 5. GOVERNANCE

- 5.1 Section 2 gives details of the representative(s) of both parties with delegated responsibility for making decisions relating to this These Terms & Conditions of Grant. All decisions taken will be with the joint agreement of both parties.
- 5.2 These Terms & Conditions of Grant will be subject to continuous review to ensure that it reflects the best possible method of delivering the activity / service(s). Any written complaints received by either party will form part of the basis for discussion under the governance arrangements.
- 5.3 It is the responsibility of the Terms & Conditions of Grant representatives for both parties (detailed in Section 2) to ensure that all decisions and changes affecting the delivery of the activity / service under this these Terms & Conditions of Grant are communicated to all appropriate staff.

## 6. MONITORING OF THE TERMS & CONDITIONS OF GRANT

- 6.1 Monitoring arrangements must meet the need to demonstrate accountability and the appropriate use of funding, but should also be proportionate to the level of funding.
- 6.2 The Grant Recipient(s) will comply with any other appropriate performance monitoring or reasonable data requests made by the Council or their nominated representative. Any subsequent requests for data that breach client confidentiality can be considered as not reasonable.
- 6.3 Additional monitoring meetings may be arranged if necessary.
- 6.4 A brief written report to be produced on a time-agreed basis for each service funded, including information on expenditure.

## 7. PERFORMANCE REPORTING AND ISSUE MANAGEMENT

### Performance Reporting

- 7.1 The objectives, format and frequency of performance reporting linked to outcomes is identified in Part B the Service Specification.

### Performance Management Responsibilities

- 7.2 Performance management and the measuring of performance is the responsibility of the named officers detailed in Section 2.



- 7.3 The table below details the frequency of performance meetings and performance reporting, payment instalments, insurance and indemnity, risk and policy requirements relating to the different levels of funding available. Please tick the agreed requirement for each section relevant to these Terms & Conditions of Grant. (Where applicable, areas highlighted in each section indicate the minimum suggested requirement for each).

Payment and monitoring schedule	Grant Value
<i>The <b>grant value</b> is calculated as being the sum of the funding agreed to be provided over the entirety of the grant period.</i>	<b>£60,000+</b>
<b>Minimum frequency of performance review meetings</b>	
Quarterly	✓
<b>Minimum frequency of performance reports</b>	
Six monthly	✓
<b>Payment instalment applicable to these Terms &amp; Conditions of Grant (See Section 4)</b>	
Bi-Annual payments, 50% in April and 50% in October	✓

**Policies it has been agreed the Grant Recipient(s) will submit at the commencement of these Terms & Conditions of Grant.**

(£60,000 and ABOVE - all documents; £59,999 and BELOW – documents to be supplied as agreed between parties)

✓All policies ticked must be available for examination from the start of the Terms & Conditions of Grant	Confidentiality and Data Protection	✓
	Whistle blowing	✓
	Health and Safety	✓
	Safeguarding of Children / Protection of Children Vulnerable Adults	✓
	Equal Opportunities	✓
	Recruitment and Selection	✓
	Discipline	✓
	Grievance	✓
	Supervision	✓
	Environmental / Sustainability	✓
	Financial Procedures / Controls	✓

#### 7.4 Issue Management

- 7.4.1 Parties are to notify the other party promptly of any issues, concerns or complaints regarding any matter covered by these Terms & Conditions of Grant. The parties will use every endeavour to resolve, by a process of consultation, any differences or issues arising between them.
- 7.4.2 However in order to provide a formal mechanism for the resolution of issues that may arise in relation to the provision of activity / service, the following escalation procedure will be used.
- 7.4.3 If the issue is not resolved at the initiating level, it will proceed to the next level. This escalation process will continue until the issue is resolved.
- Operational level
  - Senior Management level
  - Director level
- 7.4.4 The emphasis throughout the process is rapid resolution to avoid escalation and the risk of damage to the reputation of either party, or a commitment to resolve any issues in line with the Compact.

#### 7.5 Complaint

- 7.5.1 Should the actions of either party against the other form the basis of a formal complaint, this should be addressed in writing to the appropriate Director to order an investigation and, if necessary, remedial action within 10 working days.

## **7.6 Resolution**

### **Resolution Process**

- 7.6.1 Regular contact between the nominated representatives of both parties will provide for the resolution of most issues raised, the majority of which will be minor. Where the resolution of any issue requires amendment to these Terms & Conditions of Grant, this will be documented in writing in accordance with Clause 25.

### **Points of Contact / Responsibilities**

- 7.6.2 Section 2 identifies who is responsible for monitoring and reviewing these Terms & Conditions of Grant, for receiving queries relating to these Terms & Conditions of Grant and for the key stages of resolution.

### **Escalation Process**

- 7.6.3 In respect of any issues, if an appropriate solution is not possible to agree at operational level, the issue will be escalated to the next level. In order to execute the most timely resolution, the following targets have been set for completion of critical and non-critical issues (from the date at which the issue is first logged).

Level	Target for completion
Operational level	Critical – within 24 hours. Non-Critical – within 48 hours
Senior Management level	Five (5) working days
Director level	Ten (10) working days

- 7.6.4 Critical issues must be resolved within 24 hours however far up the escalation path the issue goes. Non-critical issues can be extended by agreement with both parties.
- 7.6.5 Where grant funding provided is £10,000 and above, any aspects requiring resolution should be duly noted and reported, together with relevant detail that may prevent recurrence under this or other Terms & Conditions of Grants / agreements.

## **8. COMPLIANCE**

The parties and their representatives must comply with all statutory requirements and relevant Government policies as they apply to all activities / service required and delivered under these Terms & Conditions of Grant. Immediately upon becoming aware of the same the Grant Recipient(s) shall notify the Council of any breach of any statutory or other provision relating in any way to the provision of or connected with the Service. The parties note in particular, but not exclusively, the following areas:

### **8.1 Data**

#### **8.1.1 Privacy and Confidentiality**

It is agreed by both parties that Client Records or any information pertaining to these Terms & Conditions of Grant will be treated as confidential unless it is already in the public domain.

Both the Council and the Grant Recipient(s) will co-operate to respond to requests made to the Council under the Freedom of Information Act.

#### **8.1.2 Personal Data**

Both parties acknowledge and will comply with their duties and responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000. Both parties will also give reasonable assurance and keep one another informed of such requests to comply with any obligations arising under these Acts. The Council will be the data controller, and the Grant Recipient(s) will be the data processor in accordance with the Data Protection Act 1998.

## **8.2 Record Retention**

The Grant Recipient(s) will maintain the appropriate records for the funded activity / service on behalf of Central Bedfordshire Council, retaining them in an appropriate location prior to disposition and in such a manner as to be easily accessible.

Personal data should be disposed of when no longer needed (e.g. at the end of the Terms & Conditions of Grant period). Financial and all other non personal information, data, records should be retained as described above for seven years from the close of the record / Terms & Conditions of Grant.

## **8.3 Risk Management**

Where it is appropriate for the Grant Recipient(s) to create and maintain a critical risk register, it must be agreed by both parties, and should be subject to regular review and sign-off. The Register must be produced within 3 months of commencement of service, and should detail nature of risk, probability of risk occurring, effect on service delivery and steps taken to mitigate risks.

## **8.4 Business Continuity**

Terms & Conditions of Grants under £60,000 should ensure adequate continuity of service in the event of an emergency. Terms & Conditions of Grants of £60,000 and above must have Business Continuity Plans in place to ensure that they can continue to exercise their functions in the event of an emergency.

## **8.5 Quality Assurance**

Quality assurance of the work covered by these Terms & Conditions of Grant will be based on the achievement of the outcomes detailed in the Part B the Service Specification and through adherence to appropriate standards for the service, including as appropriate Parliamentary Acts, Best Practice Guidelines, Sector Schemes and Quality Assurance Processes.

# **9. EFFICIENCY AND SERVICE IMPROVEMENT**

## **9.1 Service Improvement**

The Council expects its suppliers to work with us to constantly improve their service and create efficiencies for the future. Therefore we will conduct annual reviews for all Terms & Conditions of Grants of £60,000 or more to monitor progress on; Communication, Customer Satisfaction, Product Rationalisation, Environment, Equalities, Improvements to service, Innovation, Price and Quality standards.

This review will not only focus on achievements made in these areas from the previous year, but also ideas and proposals for the following year. Both the supplier and an authorised officer from the council will sign off all reviews. Should there be an inflationary clause in a long-running Terms & Conditions of Grant; no payment will be made against that clause until after the review has taken place.

## **9.2 Change in service**

Should the Council deem that a service or part of a service is no longer required, be it transferred to another organisation (i.e. a town or parish council etc), then following appropriate consultation and impact assessment, the Council reserves the right to remove that element from the Terms & Conditions of Grant giving 3 months notice and adjust costs accordingly.

# **10. INTERPRETATION AND APPLICABLE LAW**

10.1 These Terms & Conditions of Grant shall be governed by and interpreted according to the laws of England and Wales.

# **11. MANAGEMENT AND STAFFING INCLUDING VOLUNTEERS**

11.1 The Grant Recipient(s) is/are responsible for its/their own internal management and financial procedures and for engaging suitable staff to ensure that the Services are delivered to agreed standards under proper management and supervision.

- 11.2 The Grant Recipient(s)'s staff, engaged in the provision of the Services shall be properly and sufficiently qualified, competent, skilled, honest and experienced in the provision of such services and shall at all times exercise care in the execution of their duties.
- 11.3 The Grant Recipient(s) will ensure that checks with the Criminal Records Bureau are made, as required, for all staff and volunteers engaged in the delivery of the Service prior to any contact with Service Users, and at 3-year intervals
- 11.4 The Grant Recipient(s) will follow the recruitment and personnel procedures which operate within an equal opportunities framework
- 11.5 Any employee of the Grant Recipient(s) whose conduct places a Service User at risk or might bring the Council into disrepute shall be the subject of immediate investigation by the Grant Recipient(s) and dealt with to the satisfaction of the Council.
- 11.6 For the purposes of the provision of services under these Terms and Conditions of Grant, the Grant Recipient(s) will appoint a Senior Manager who will be responsible for:
- the management and oversight of the whole Service
  - audit and monitoring of the Service and reporting to the Council and other agencies as appropriate
  - acting as a point of contact for the authorised representative detailed in Section 2, for services, and for colleagues from other statutory services.

## **12. ENVIRONMENT AND SUSTAINABILITY**

12.1 The Grant Recipient(s) shall:

- Deliver high quality services in full compliance with all current and future environmental legislation
- Support the Council in achieving its environmental objectives and goals.
- Upon request provide supporting data and information to allow the Council to assess the environmental impact of the services being provided. This includes, but is not restricted to, information relating to utility use, waste produced and recycled and business mileage.
- Be proactive in taking action to reduce the environmental impact of their activities and aspire to make their organisation more sustainable (e.g. use sustainably sourced materials, local suppliers etc)
- Share their best practice with the Council.

## **13. EQUAL OPPORTUNITIES & EQUALITIES**

13.1 The Grant Recipient(s) shall:

- Deliver high quality, accessible services that meet the needs of all our customers.
- Understand issues relating to disability, gender, gender reassignment, race, religion or belief, age, and sexual orientation.
- Engage with service users, local communities, staff, stakeholders and contractors to identify and implement improvements.
- Tackle barriers which restrict access to services (*e.g. inaccessible buildings, lack of employee understanding about customer needs*).
- Have a representative, well trained workforce.

13.2 The Grant Recipient(s) shall set out its policy on equality issues:

- in instructions to those concerned with recruitment, training and promotion;
- in documents available to its personnel, recognised trade unions or other representative groups of its personnel; and
- in recruitment advertisements and other literature.

13.3 The Grant Recipient(s) shall provide such information as the Council may reasonably request for the purpose of assessing the Grant Recipient(s)'s compliance with Clauses 13.1 and 13.2.

13.4 In the event of any finding of unlawful discrimination being made against the Grant Recipient by any court or employment tribunal, or of an adverse finding in any formal investigation by the Commission for Equality and Human Rights the Grant Recipient(s) shall immediately inform the Council of such a finding and the Council shall have the right to terminate these Terms & Conditions of Grant if, having discussed the matter with the Grant Recipient(s), it is of the opinion

that the actions of the Grant Recipient(s) leading up to the finding were sufficiently serious as to undermine the Council's adherence to the Commission for Racial Equality's Code of Practice and its own equal opportunities policies.

13.5 The principles are that the Grant Recipient(s) will:

- value people and their differences and enable all volunteers and employees to achieve their full potential,
- seek to recruit volunteers/staff who reflect the make-up of the community,
- take action to address under-representation in their volunteers/staff, make clear the action volunteers/staff may take if they feel unfairly treated, (e.g. using a wider variety of mechanisms and media to advertise vacancies / opportunities, include statements welcoming applicants from all sections of the community, ensuring that Grant Recipient(s) have access to equality training so they have a better awareness of potentially discriminatory behaviour in relation to recruitment and selection),
- provide training to relevant staff so they can put this policy into practice,
- provide equal access to all actual and potential users and volunteers, according to need,
- provide means for actual and potential users and volunteers to participate in planning the way their needs are met,
- ensure that information gained from equality data (e.g. from the Census) is fed into their own service planning processes.

## **14. HEALTH AND SAFETY**

14.1 The Grant Recipient(s) shall at all times comply with the requirements of the Health and Safety at Work, etc. Act 1974 ("the 1974 Act") and any other Acts pertaining to the health and safety of employees and others who may be affected by the Grant Recipient(s)'s acts or omissions and shall require that any Grant Recipient(s) carrying out work on the Council's property pursuant to these Terms & Conditions of Grant likewise comply.

14.2 The Terms & Conditions of Grant Manager shall be empowered to suspend the provision of the Services in whole or in part, and recover any advanced payments made, in the event of non-compliance by the Grant Recipient(s) with health and safety matters. The Terms & Conditions of Grant Manager is empowered to make suitable arrangements for the carrying out of suspended Services at the cost of the Grant Recipient(s). The Grant Recipient(s) shall not resume provision of the suspended Services until the Terms & Conditions of Grant Manager is satisfied that the non-compliance has been rectified.

## **15. INSURANCE AND INDEMNITIES**

15.1 The Grant Recipient(s) shall indemnify the Council against and insure against any liability loss or claim or proceedings whatsoever arising under any statute or at common law in respect of personal injury to or death of any person whomsoever arising out of or in the course of or caused by the execution of the Services specified herein due to the acts omissions or negligence of the Grant Recipient(s) its servants or agents or sub-contractors.

15.2 The Grant Recipient(s) shall indemnify the Council in respect of any liability loss claim or proceedings in respect of any injury or damage whatsoever to any property real or personal arising out of or in the course of or by reason of the execution of the Services due to any negligence omission or default of the Grant Recipient(s) its servants or agents or sub-contractors.

15.3 The Grant Recipient(s) shall maintain the following standard insurance cover and provide copies of the relevant insurance certificates to the Council:

- Public Liability Cover £10m (per incident)
- Professional Indemnity Cover £5m
- Employers Liability Cover £10m (per incident)

15.4 If the standard level of cover is considered too high for the type of risk being covered, then a variation can be agreed with the authorised representative of the Council (see Section 2). The levels of cover however must as a minimum be:

- Public Liability Cover £2m (per incident)
- Professional Indemnity Cover £2m (per incident)
- Employers Liability Cover £10m (per incident)

- 15.5 In the event that levels of cover are varied from that of the standard cover then the authorised representative of the Council (see Section 2) must complete a risk assessment setting out the risk of reducing the insurance limits and the mitigating actions to control this risk. Advice on this process can be obtained from the Council's Insurance Manager who should also receive a final copy of the risk assessment.
- 15.6 The Council's Insurance Manager may take external advice on the levels of cover proposed and require alternative levels of cover if the proposed levels are deemed unsatisfactory.
- 15.7 Where following the completion of the risk register and subject to the advice of the Council's Insurance Manager alternative levels of cover are agreed these must be detailed in the box below and be signed by authorised representative of the Council (see Section 2).

Type of cover	Agreed level of cover if different to that in 15.4	Signature of authorised representative of the Council
Public Liability Cover	£5m	
Professional Indemnity Cover	£1m	
Employers Liability Cover	£10m	

## **16. AUDIT**

- 16.1 The Grant Recipient(s) shall permit or procure permission for any auditor or other authorised representative of the Council (including the Council's external auditors) to have prompt access for audit purposes to information (including financial), premises or equipment used in the provision of the Services. The Grant Recipient(s) shall provide such information, documents and reports in the form as may be reasonably required by the Council. Such access shall include access to those Staff of the Grant Recipient(s) who are engaged in the provision of the Services.
- 16.2 The Grant Recipient(s) shall not during the Terms & Conditions of Grant period or at any time after, dispose of, destroy or delete any Records relating to the Services without the prior approval of the Council in writing. Prior approval is deemed to have been given if the terms of clause 8.2 of these Terms & Conditions of Grant are complied with.

## **17. LOCAL GOVERNMENT OMBUDSMAN**

- 17.1 In the event of a complaint to the Commission for Local Administration in England (the Local Government Ombudsman) involving activities under the Terms & Conditions of Grant, the Grant Recipient(s) shall give to the Council and to the Local Ombudsman every assistance in the investigation of the complaint including access to records of any sort and access to the Grant Recipient(s)'s employees for the purpose of interview.
- 17.2 The Council will recover from the Grant Recipient(s) any payments made by the Council to a complainant following a relevant finding of maladministration causing injustice or any payments made under the terms of an early settlement of a complaint made to the Local Government Ombudsman without formal investigation and report. Before any complaint made to the Local Government Ombudsman is settled early without formal investigation or report, the Council will consider all representations made to it by the Grant Recipient(s).
- 17.3 Clauses 17.1 and 17.2 only apply where in Part B of these Terms and Conditions of Grant – The Specification - specifically requires the Grant Recipient(s) to provide services to a third party and or to the public on behalf of or in the name of Central Bedfordshire Council.

## **18. NOTIFICATION**

- 18.1 Where the Terms & Conditions of Grant specifies in Part B, the provision of specific services to third parties including the public undertaken on behalf of or in the name of the Council, and the Grant Recipient(s) or any of its staff become aware of any incident, accident or other matter which may give rise to a claim or legal proceedings in respect of the provision or failure to provide the Services he shall notify the Terms & Conditions of Grant Manager immediately in writing. Such notification shall include all relevant information to enable the Terms & Conditions of Grant Manager to investigate the matter fully.

18.2 The Grant Recipient(s) will ensure that members of the general public are aware that grant funding in line with Part B the Specification is being provided on behalf of the Council. The Council would wish to see appropriate acknowledgement of its community funding by way of the use of its logo on any locally produced advertising material. Use of the Central Bedfordshire Council corporate identity and logo will be governed by the Central Bedfordshire Council Brand Guidelines (which are available by request from named representative in Section 2), and subject to written approval in advance of publication.

18.3 In limited circumstances where it is deemed necessary to protect the independence of the funded organisation the requirement in 18.2 to make the public aware that the service is funded by the Council will not apply. If clause 18.2 does not apply to these Terms & Conditions of Grant the box below must be signed by the authorised representative of the Council (see Section 2).

	Signature of authorised representative of the Council
If the signature box is signed this indicates that clause 18.2 of these Terms & Conditions of Grant does not apply.	

## 19. COMPLAINTS

19.1 The Grant Recipient(s) shall ensure that it has a complaints procedure and deals with complaints in a fair and timely manner.

19.2 Where the Terms & Conditions of Grant covers the provision of specific services to third parties including the public undertaken on behalf of or in the name of the Council, the Complaints Procedure operated by the Grant Recipient(s) shall refer to the Complaints Procedure for Central Bedfordshire Council, obtainable from the Central Bedfordshire website. This will make available the contact details within the Council should the public wish to make a complaint.

## 20. WHISTLEBLOWING

The Grant Recipient(s) confirms that the Council's authorised representatives (see section 2) are authorised as persons to whom the Grant Recipient(s)'s Staff may make a qualifying disclosure under the Public Interest Disclosure Act 1998 and declares that any of its Staff making a protected disclosure (as defined by the said Act) shall not be subjected to any detriment. The Grant Recipient(s) further declares that any provision in these Terms & Conditions of Grant purporting to preclude a member of its Staff from making a protected disclosure is void.

## 21. SUB-AGREEMENT AND ASSIGNMENT

21.1 The Council shall be entitled to assign the whole or part of the benefit of its interest in the Terms & Conditions of Grant to any authority or authorities which may succeed the Council in carrying out or providing any of the functions or Services which the Council now carries out in Bedfordshire and shall give written notice of any assignment to the Grant Recipient(s).

21.2 Save for an assignment pursuant to Clause 21.1 neither the Grant Recipient(s) nor the Council may assign its rights under these Terms & Conditions of Grant without the written agreement of the other, which shall not be unreasonably withheld.

21.3 The Grant Recipient(s) may not sub-contract any of its responsibilities under these Terms & Conditions of Grant without the written agreement of the Council.

## 22. DEFAULTS AND SUSPENSION

### Defaults

22.1 If the Grant Recipient(s) commits a Default then The Council shall be entitled to serve on the Grant Recipient(s) a Default Notice. This shall be without prejudice to any other right or remedy that may be available to us, either under these Terms & Conditions of Grant or at law.

22.2 If we serve on the Grant Recipient(s) a Default Notice, which relates to a default that can be put right, then on receiving such a Default Notice, The Grant Recipient(s) shall take the action specified in the Notice, within the timescale set out, at its own cost.

- 22.3 If there is any disagreement between the parties as to whether a Default has occurred and/or about the action required to be taken and/or the timescale within which the action is to be taken, then either party can refer the matter for resolution, in accordance with Clause 7.

### **Persistent Default**

- 22.4 If the Grant Recipient(s) commits a Persistent Default or fails to put right a Default within the timescale set out in the Default Notice concerned, then we shall be entitled to:  
Terminate these Terms & Conditions of Grant as a whole if the Persistent Default or failure to put right a Default within the timescales in which the Grant Recipient(s) carries out its obligations generally; by giving you not less than 3 months' written notice.

## **23. DISPUTES**

- 23.1 If a dispute arises between the parties every effort will be made to achieve a local resolution. If unsuccessful, disputes should be referred progressively through senior levels of management to the parties' senior personnel. At any stage, independent advice on conciliation can be sought. The Bedfordshire and Luton Compact Mediation Process should also be followed.

## **24. FORCE MAJEURE**

- 24.1 Both parties shall be released from their obligations under these Terms & Conditions of Grant in the event of a national emergency or war or prohibitive government regulation or any other cause beyond the reasonable control of the parties which renders the performance of these Terms & Conditions of Grant not reasonably practicable and these Terms & Conditions of Grant shall be terminated forthwith.

## **25. VARIATION**

- 25.1 Any variation to these Terms & Conditions of Grant must be agreed by both parties and evidenced in writing.

## **26. TERMINATION OF TERMS & CONDITIONS OF GRANT**

- 26.1 The Council may terminate these Terms & Conditions of Grant immediately confirmed by written notice and recover the costs of such termination from the Grant Recipient(s) if:
- (i) the Grant Recipient(s) loses any necessary registration which is required for the completion of these Terms & Conditions of Grant.
  - (ii) the Grant Recipient(s) becomes bankrupt or has an administration order made against it or presents its petition in bankruptcy or makes an arrangement with or assignment in favour of its creditors or agrees to continue these Terms & Conditions of Grant under a committee of inspection of its creditors or if the Grant Recipient(s) goes into liquidation (other than a voluntary liquidation for the purposes of amalgamation or reconstruction) or has a provisional Liquidator, Receiver or Manager of its business duly appointed or has possession taken by or on behalf of the holders of any debentures secured by a floating charge on any property comprising in or subject to a floating charge;
  - (iii) the Grant Recipient(s) or any person employed by the Grant Recipient(s) or acting on the Grant Recipient's behalf:
    - (a) has offered, paid or given directly or indirectly any gift or benefit in money or any other form to any member, employee or agent of the Council or to the Service User or the Service User's relations or carers as an inducement or reward in connection with their behaviour in relation to these Terms & Conditions of Grant (except for marketing and promotional purposes up to the value of £25) and/or
    - (b) appears to have committed any offence under the Prevention of Corruption Acts 1889 to 1916 or to have paid or offered any fee or reward contrary to Section 177 (2) of the Local Government Act 1972 and/or
    - (c) in the Council's opinion, delivery of the service is placing people at risk or if there is evidence that the Council's funding is not being used for the agreed purpose.
- 26.2 In such circumstances the Council will take action to recover such monies as it considers appropriate.



26.3 The Council or the Grant Recipient(s) shall be entitled to terminate these Terms & Conditions of Grant by giving at least 6 months notice in writing to the other Party. It is agreed that this break clause should only be relied upon in exceptional circumstances, and it is expected that both parties would act reasonably.

26.4 These Terms & Conditions of Grant may be terminated at any time by mutual agreement in writing.

26.5 Any act of gross negligence, or such poor performance that it causes a fundamental breach in these Terms & Conditions of Grant, will be subject to an immediate review by the Council and at its discretion may result in immediate termination. The Council as a result of this termination may claim liquidated damages for any losses incurred.

## 27. DEFINITION OF TERMS

- **Grant Manager** - The Authorised Representative of the Council who is responsible for managing these Terms & Conditions of Grant (detailed in 2)
- **Terms & Conditions of Grant** - The legal relationship between the Council and Grant Recipient(s).
- **For the period** - The duration of the Terms & Conditions of Grant as detailed in Clause 4
- **Council** - Central Bedfordshire Council.
- **Default** - As specified in Part B (The service specification)
- **Grant Recipient(s)** - The Organisation to provide the service.
- **Senior Manager** - The representative of the Grant Recipient(s) responsible for the management of the service (detailed in 2.)
- **Service** - The service provided by the Grant Recipient(s).
- **Service Specification** - The description of the service to be provided.
- **Staff** - Any employee or Volunteer engaged by the Grant Recipient(s) in the execution of the service.

## PART B: The Specification

This Agreement relates to Central Bedfordshire Council funding the Grant Recipient(s), for the purpose of:

A key outcome in the Council's emerging Five Year Plan is for our towns and villages to be sustainable and resilient places where:

- People are supported to help themselves and others;
- People of all ages will be encouraged to volunteer; and
- Residents, community organisations and town and parish councils will have opportunities to do more in and for their communities

A strategy for building resilient and self-sustaining communities is in development to ensure a whole council approach at maximising the contribution of all service areas and steering their impact to ensure community resilience and greater social capital. The Council wishes to extend that approach to include VCS infrastructure organisations to work with us to build strong and resilient communities.

The council is making available grant funding for 2016-2019/20 of **£231, 378.79**; through one agreement.

Grant value	
Year One (2016/17)	<b>£98,133.79</b>
Year Two (2017/18)	<b>£71,133.79</b>
Year Three (2018/19)	<b>£44,133.79</b>
Year Four (2019/20) if extended	<b>£17,996.79</b>
For the period:	<b>1 April 2016 to 31 March 2019</b>

### Outcome 1 - Increase the number of people volunteering

### Outcome 2 - Increase the amount of volunteering individuals do

- *Promote, encourage and support volunteering, provide a Volunteer Centre service, support Cheering Volunteering Awards and Volunteering Month, explore new ways to stimulate and sustain local volunteering (informal and formal), identify and help to overcome any barriers to volunteering. In particular:*
- *Increase volunteering and neighbourliness*
- *Increase the number of volunteering opportunities that appeal to residents aged 55-75*
- *Remove barriers to volunteering*
- *Engage with faith communities*
- *Explore new ways to stimulate and sustain local volunteering*
- *Strengthen partnership arrangements with voluntary and community organisations*

### Delivery

- 3-year promotional campaign encouraging people to become more involved in their local communities through volunteering and neighbourliness – using free-of-charge media where possible, including web / social media, email, press, parish newsletters and community events. Particular focus on national Volunteers Week (including Cheering Volunteering Awards)
- Provide targeted information on opportunities in people's village or neighbourhood; broker opportunities through a slimmed down Volunteer Centre service; and work with volunteers and volunteer-involving organisations to address barriers to volunteering
- Explore new ways of stimulating local community action and citizenship, including informal and micro volunteering and self-help groups
- Strengthen partnership arrangements with volunteer-involving organisations, for example by better co-ordinating the use of volunteers (particularly in rural areas).

### **Outcome 3 - Communities doing more for themselves**

### **Outcome 4 - Communities delivering local services**

- *Work with communities, in particular VCS organisations to enable them to become effective service delivery providers that are client centred, and encourage collaborative working*
- *Help to apply tailored / bespoke services / approaches that respond to local circumstances, particularly in areas where resilience is currently identified as low*
- *Supporting communities to do more for themselves in new and innovative ways*
- *Strengthen partnership arrangements with VCS organisations, including faith communities, and develop innovative methods to help build the capacity of the sector*

#### **Delivery**

- Promote a range of opportunities for community action as part of the above campaign, linking in with national campaigns (e.g. Village SOS, My Community) to encourage take-up locally
- Support local action through a community development approach, e.g. identifying needs and community views, action planning and facilitating the creation of groups, particularly in areas of lower resilience
- Develop partnerships and collaborative working within the VCS (including faith communities), e.g. building consortia and brokering space sharing for service delivery
- Build the capacity of the sector through information, advice, training and signposting to external resources, while also developing new and innovative methods

### **Outcome 5 - Community enablers and active citizens help people to access support as and when they need it**

- *Help and train groups of volunteers to signpost more vulnerable members of the community to the right sources of information and advice and link them to other community based activities such as Village Care schemes*

#### **Delivery**

- Pilot a new voluntary Community Connectors scheme to signpost vulnerable adults to information and advice, and local services and activities, using our comprehensive database and knowledge of the VCS; if successful, seek to scale up the initiative

### **Outcome 6 - Maximise the use of physical assets to support local communities, to create multi-functional community spaces / hubs managed by, with, and on behalf of local communities**

- *Support communities to take on, run and manage physical assets*
- *Maximise the multiple uses of community facilities with regard to co-production, co-design and co-delivery*
- *Explore collaborative efforts to ensure the long-term financial future of community and village halls*
- *Establish a measure for social value to inform decisions about the future use of community assets*

#### **Delivery**

- Map the condition of community-owned assets, identify investment needs and opportunities for new asset creation or transfer to the community
- Take a proactive approach to supporting communities to manage physical assets, for example through targeting community buildings committees that require specific support on governance or management
- Assist communities as required with co-designing specifications for new community buildings, in order to meet identified need while ensuring sustainability and multiple uses; promote and support the use of the Community Right to Bid and Community Asset Transfer
- Establish a social value measure for community assets

## Outcome 7 - People feel they can influence decisions in their area

- *Broker and facilitate discussions between public bodies and the wider VCS through community liaison groups to help VCS groups engage with decision making organisations*

### Delivery

- Work with Council departments and other public bodies to identify specific issues on which they wish to consult with the VCS, and broker solutions (e.g. online surveys, focus groups, workshops) that enable engagement with decision making

### Schedule of meetings

The Council will require the submission of 4 quarterly monitoring reports and attendance at quarterly meetings to monitor progress. Every effort should be made to attend these meetings, hence the advance notice.

Period	Date of meeting	Time / Location
Q1 16/17	26 July 2016	2pm PH
Q2 16/17	8 November 2016	
Q3 16/17	24 January 2017	
Q4 16/17	22 March 2017	



## Appendix 4

### Questions put to VCS Organisations on Task Force visits

1. When you signed up to the 3 year grant and knew it would come to an end - how have you worked towards this and what have you put in place or looked to do differently? How have you explored other funding to be able to continue your services?
2. How has your organisations collaborated to understand where efficiencies can be made across the sector and what evidence have you of this?
3. What support do you get from other local authorities (inc T & P Councils) or organisations and how long is it guaranteed for?
  - A. specific to this area of work or grant funds?
  - B. For your overall company?
4. How many charities/organisations do you have on your database?
5. How do you engage and sign up new charities/organisations?
6. What customer satisfaction or feedback do you collate and are you happy to share this with us? If not, would you be happy to send out a short questionnaire designed by CBC to your customer base?
7. How many volunteers do you have registered?
8. How do you encourage more volunteers?
9. What is your conversion rate? (Enquiry converted into placement)
10. Can you demonstrate how our grant to you makes CBC more efficient?
11. What level of service can CBC organisations/charities expect when the CBC funding ends?
12. What support would be needed to keep the good working relationship we have currently and how could it be maintained?
13. What do you use CBC monies for ie Staffing? Admin? Overheads etc?
14. Have you any other evidence you would like to share with us now that we can take back to our task force?