

# Surrey County Council's Framework For Working With The Voluntary Sector

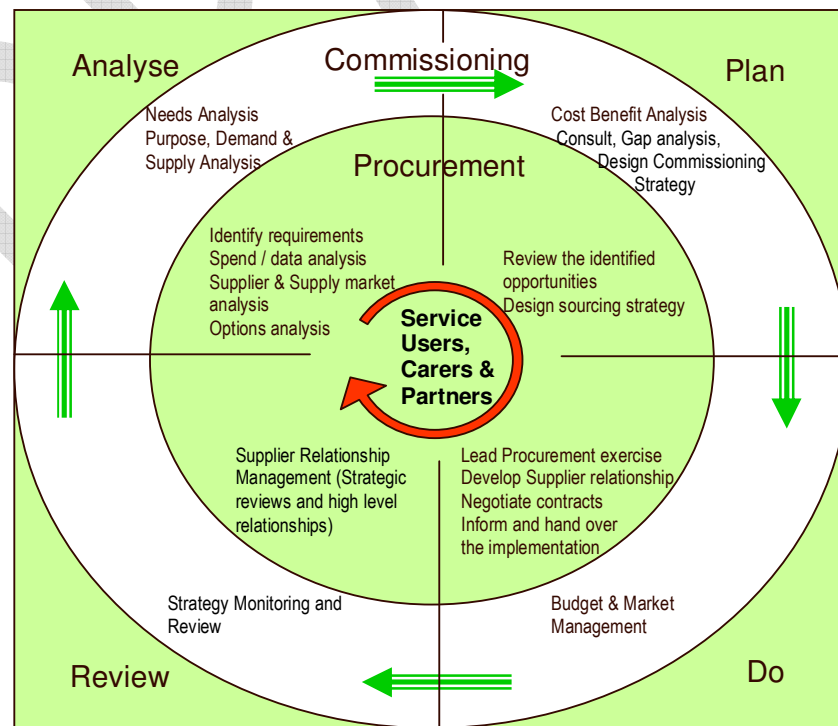
## Aims of the Framework

This draft framework sets out at a high level the approach the Council wishes to take when working with the voluntary, community and faith sector (VCFS). Developing the framework is the next stage, building on the 2008 joint interim VCFS Strategy agreed with NHS Surrey. The Council considers that co-design and co-production of services with service users and carers supported by VCFS groups is of paramount importance. The framework will help the County Council work in a more consistent and joined up yet flexible way, in order to work better with service users, carers and the voluntary sector.

The outcomes and actions in this plan are based on feedback from VCFS groups, elected members, senior managers and Audit. Feedback has included concerns about funding in the future and the practice of awarding short term funding; moving from grants to contracts; lack of understanding of how to work with the VCFS; access to premises and lack of communication and involvement.

The County Council funded £21.1m of services through the voluntary sector in 2009/10. This framework will be implemented in the context of the Council's medium term financial strategy. In the medium to longer term, there is the potential for an increase in services commissioned through the VCFS following on from a challenging period of change and savings.

The relationship between the County Council and the voluntary sector is much wider than funding, but as more services are commissioned in response to identified needs, it is helpful to show the framework's outcomes and actions using the various phases of the commissioning cycle – analyse, plan, do and review. Each part of the Commissioning Cycle feeds into the next. Service users, carers and partners are at the heart of the cycle.



The need for excellent data quality and security are critical in the analysis phase to inform decisions on commissioning, best practice and outcomes achieved. Actions are based on the commissioning principles that will underpin the County Council's commissioning of services from VCFS groups, including those of involvement and the promotion of fair access to council services.

The County Council aims to improve elected members' and managers' understanding of the value of working with the VCFS by arranging awareness sessions on the Compact principles and codes. The Council also aims to provide clear and timely communications to service users, carers and VCFS groups.

By implementing the actions set within the draft framework, the Council will become more Compact compliant and outcomes focussed. The framework will help remove duplication and ensure value for money whilst delivering innovative, quality services through the voluntary sector. Working to this framework will help to bring more consistency for progressing our future work with the voluntary sector, and it will help create an environment in which the voluntary sector can thrive and become more sustainable.

### **Monitoring Progress**

Following sign off, the internal VCFS Policy & Compact Group chaired by the Assistant Chief Executive, will support, monitor and review the implementation of the framework, developing management action plans from the framework which the group will oversee.

Progress will be reported regularly to the County Council's Corporate Leadership Team, the cabinet member and relevant select committees, as well as the Surrey VCFS Infrastructure Consortium including service users and carers, the Surrey Assembly, the Joint Commissioning Group with NHS Surrey and boroughs and districts. Links will be made with other groups such as the External Equality Group, as appropriate.

### **Key:**

VCFS voluntary, community and faith sector, also referred to as the voluntary or 3rd sector  
SCC Surrey County Council  
SSP Surrey Strategic Partnership  
JSNA Joint Strategic Needs Assessment  
LIS Local Information System

### **Contact details for feedback**

Monica Wambu, Senior Manager Corporate Policy  
Email - [monica.wambu@surreycc.gov.uk](mailto:monica.wambu@surreycc.gov.uk)  
Telephone - 0208 541 7257

## Appendix A

### Surrey County Council Framework For Working With The Voluntary, Community And Faith Sector

<b>Commissioning Cycle Phase – Analyse</b>				
<b>Outcomes</b>	<b>Actions needed</b>	<b>Lead by</b>	<b>By when</b>	<b>Dependencies</b>
<p>1. Service users and carers are involved in needs assessment processes including JSNA and State of the County and feed into the Local Information System (LIS) supported by VCFS groups</p>	<p>Involve frontline and infrastructure VCFS groups in needs assessment through:</p> <ul style="list-style-type: none"> <li>- engagement and advocacy, improving communication and outcomes for people of Surrey, particularly vulnerable groups</li> <li>- the Surrey VCFS Assembly of the Surrey Strategic Partnership and thematic partnerships including service user groups and carers</li> <li>- the Surrey VCFS Infrastructure Consortium</li> <li>- shared gap analysis and the identifying actions to address unmet needs</li> </ul> <p>Identify current mapping activity and information feeding into the Local Information System</p> <p>Use information from needs assessments to jointly develop local or county wide policies and strategies</p>	<p>Adults/ Children</p> <p>Adults/ Children</p> <p>Adults/ Children/ Corporate Policy</p> <p>Corporate Policy</p> <p>Adults/ Children Corp Policy</p> <p>Corporate Policy/ Procurement</p> <p>Policy officers/ commissioners</p>	<p>In line with JSNA and other timelines</p>	<p>VCFS/SSP partners and thematic partnerships</p> <p>All directorates/ partners</p>

## Appendix A

<b>Commissioning Cycle Phase – Plan/Co-Design Or Co-Production Of Services</b>				
<b>Outcomes</b>	<b>Actions Needed</b>	<b>Lead By</b>	<b>By When</b>	<b>Dependencies</b>
2. SCC services' needs and priorities are clearly communicated and shared at an early stage with the VCFS where they have a significant role in the community or supply market	Agree a common commissioning approach to include:	All/ Corporate Policy/ CLT/ Cabinet	May/June CLT	CLT/Funding partners/ VCFS infrastructure groups
	<ul style="list-style-type: none"> <li>- grants to contracts programme,</li> <li>- agreements and grants programmes within clearly articulated time and funding frameworks,</li> <li>- agree a common decommissioning approach</li> <li>- best use of SCC assets</li> </ul>			
	SCC's VCFS framework to be signed off by CLT	Corporate VCFS & Policy Group	July 2010	CLT
	Involving partners in discussions and identify areas that will be jointly commissioned, and report to CLT, joint CLTs etc and Cabinet	Commissioners	Ongoing	VCFS/joint funders
	Develop with the VCFS new services to meet commissioning intentions	All/Corp Policy	quarterly	Funding partners/ VCFS
	Communicate approach and changes including through VCFS support groups then joint quarterly communications from Corporate Policy and NHS Surrey	All services/ Corp Policy	June and quarterly	NHS Surrey and Communications funding partners/ VCFS
	Communicate individual decisions on outcomes based commissioning with transparency and openness	Services/ Corporate Policy	Sept/ Dec 2010	Funding partners
	Information events to update frontline VCFS with NHS Surrey, CVSs and boroughs and districts. VCFS Support groups identify capacity building	Services/ Corporate Policy	Autumn/winter	NHS Surrey/ CVSs and other infrastructure groups
Engagement with the voluntary sector in relation to the strategic directorate and service delivery plans	Strategic Directors/ Portfolio holders	Autumn/winter		

## Appendix A

<b>Commissioning Cycle Phase – Plan/Co-Design Or Co-Production Of Services</b>				
<b>Outcomes</b>	<b>Actions Needed</b>	<b>Lead By</b>	<b>By When</b>	<b>Dependencies</b>
3. SCC develop the market, enabling VCFS to feel ready and supported to put in applications	Improve engagement with VCFS groups and work with VCFS support groups to build capacity and give support to frontline groups, and to build community self reliance	All	Ongoing	Thematic partnerships/ VCFS Assembly
4. VCFS, service users and carers involved in design and co-production of services where appropriate	Involve where possible and appropriate VCFS groups, service users and carers in design of services to deliver desired outcomes	Procurement/ Adults/ Children	In line with service commissioning timelines	Thematic partnerships/ VCFS Assembly
	Work with VCFS infrastructure groups so they can develop and build capacity of frontline groups to enable them to deliver quality services effectively	Procurement/ Adults/ Children/ Corporate Policy	In line with service commissioning timelines	VCFS infrastructure groups
	Services consider co-production of services where this delivers the best commissioned outcomes	All services	In line with service commissioning timelines	VCFS groups
5. Local needs will be clearly articulated within the Commissioning Strategies	Ensure the involvement of service users and carers during the commissioning cycle  Where demonstrated as a requirement through the Commissioning Strategy, the importance of local knowledge will be factored into the decision making criteria during the procurement process	Procurement/ Adults/ Children/ All services	In line with service commissioning timelines	Joint funders

## Appendix A

<b>Commissioning Cycle Phase – Plan/Co-Design Or Co-Production Of Services</b>				
<b>Outcomes</b>	<b>Actions Needed</b>	<b>Lead By</b>	<b>By When</b>	<b>Dependencies</b>
6. Directorates work together in a better co-ordinated way with the VCFS which is more joined up, provides value for money and removes duplication	Use mapped information and evidence of needs to inform commissioning decisions	Commissioners and Procurement	July 2010	
	Information regularly shared and a common approach is agreed between directorate senior management teams	All	Ongoing	
	Develop common commissioning principles and understanding	All	July/Sept 2010	
	Establish a clearly articulated commissioning cycle	All	In line with strategic planning and financial cycles	
7. Better co-ordination in how SCC works jointly with partners on VCFS matters	SCC works jointly on design, delivery and monitoring/evaluation of service outcomes, share information on priorities and future direction and provision of services	Adults/Children/Corporate Policy	Monthly	NHS Surrey, boroughs and districts
	Joint Commissioning with partners where this will deliver better outcomes and value for money	Services	In line with service commissioning timelines	

## Appendix A

<b>Commissioning Cycle Phase – Do - Service Delivery</b>				
<b>Outcomes</b>	<b>Actions Needed</b>	<b>Lead By</b>	<b>By When</b>	<b>Dependencies</b>
8. VCFS, service users and carers involved in delivering services that are needed with agreed outcomes	Involve service users and carers with the support of VCFS groups, in delivery of services in order to improve outcomes for people of Surrey, particularly vulnerable groups	Procurement/ Adults/ Children	In line with service commissioning timelines	VCFS Support Groups /NHS/boroughs and districts
9. Surrey frontline VCFS groups supported through changes to become more sustainable	Include the theme of sustainability in commissioning processes and discussions to encourage groups to consider their robustness and ability to deliver the commissioned service	Adults/ Children	Ongoing	VCFS support groups
	VCFS Infrastructure or second tier groups provide support to frontline VCFS groups to help them adapt to necessary changes	Corporate Policy	Ongoing	Surrey VCFS Infrastructure Consortium
10. Volunteering is supported to build capacity and self reliance in communities	Ensure that residents who volunteer or 'work shadow' within council services are well supported	All Directorates	Autumn 2010	Volunteer centres/ residents
	Promote and monitor the staff volunteering scheme, to encourage SCC to further contribute to Surrey communities	Human Resources/ All Directorates	Ongoing	Cabinet/Volunteer centres/ SCC staff
	Work with VCFS specialist and non specialist groups to build community capacity and resilience to respond effectively to emergency planning and business continuity situations	Corporate Policy	Ongoing	Surrey Local Resilience Forum/ VCFS Infrastructure Consortium

Appendix A

<b>Commissioning Cycle Phase – Review Of Services/Outcomes</b>				
<b>Outcomes</b>	<b>Actions Needed</b>	<b>Lead By</b>	<b>By When</b>	<b>Dependencies</b>
11. The VCFS is able to evidence successful service outcomes and gaps to inform future commissioning	Mainstream and embed the impacts and opportunities for service users, carers and the voluntary sector when decisions are being made or scrutinised	All services	Sept 2010 onwards	Strategic Directors/ Members

DRAFT