



Resident Experience Board
21 July 2015

Full year outcomes-based performance report on voluntary, community and faith sector (VCFS) infrastructure in Surrey

Purpose of the report: Policy Development and Review

- (i) To provide the Board with the full year, 2014-15 outcomes-based performance information for voluntary, community and faith sector (VCFS) infrastructure organisations, co-commissioned by the County Council, Boroughs and District Councils and Clinical Commissioning Groups.
- (ii) To share with the Board changes relating to Surrey Compact.
- (iii) To update on the broader strategic development and relationship building with the wider VCFS in Surrey.
- (iv) To share with the Board work relating to the 'Driving up Volunteering across Surrey' project.

Introduction:

1. There are over 5,700 voluntary, community and faith sector (VCFS) groups in Surrey. Most of these are front line organisations, delivering services directly to our communities. They range in their size and purpose and can be large organisations like the Red Cross that cover the whole county, to much smaller organisations like neighbourhood watches or locally based befriending schemes. The voluntary, community (VCFS) and faith sector is hugely important to Surrey County Council supporting us to deliver key services meeting the needs of the residents of Surrey and often reaching those parts of the community that are the most vulnerable.
2. As part of the sector, there are a small number of infrastructure organisations. These are important organisations that assist and enable the wider sector to run effectively, through a range of advice and support services. Surrey County Council is committed to ensuring there is a strong VCFS infrastructure in place to support a vibrant and active civil society in Surrey and gives grant funding of £450,000 to the infrastructure organisations to achieve this outcome (see **Annex A** for the funding per organisation).

3. To measure the impact and success of the infrastructure organisations, a performance management framework was implemented in April 2013, with the full-year performance information scrutinised by the former Communities Select Committee on an annual basis. This report provides the Resident Experience Board with the full year's performance information relating to 2014-15. The data is presented in the form of a scorecard, similar to the format of how Surrey County Council presents its own performance information. The information has been gathered through quarterly returns from the infrastructure organisations and the results of an annual survey of all frontline VCFS organisations, which took place in September 2014.
4. This report also provides an update on the wider work Surrey County Council is engaged in to strengthen the Council's relationship with the VCFS, to improve the ways we work together on priority areas for the Council; an update to the upcoming changes to the Surrey Compact and information on a project which has started to proactively build volunteering in Surrey.

2014-15 full year performance information

5. Surrey County Council, the District and Borough Councils and the NHS Clinical Commissioning Groups (CCGs) all jointly commission the majority of infrastructure organisations referred to in this report, i.e., the Councils for Voluntary Service (CVSs). Each borough and district is covered by a locally based Council for Voluntary Service and there are eight in total, with three CVSs covering more than one area. Partners jointly commission the CVSs through a shared Grant Funding Agreement which sets out the core functions and outcomes we expect the CVSs to deliver and these are attached at **Annex B**. These outcomes were codesigned and agreed with all stakeholders and tested with the users of the CVSs in 2012.
6. It is important the commissioners are all able to demonstrate value for money from the grants and this is done in a number of ways:
 - annual review meetings;
 - annual survey of front line organisations;
 - review of the funded organisation's business plans and
 - primarily through the performance scorecards relating to each organisation.
7. Commissioners have since worked with the infrastructure organisations to review the data collected within the scorecards and have revised it to ensure it remains relevant, useful and central to the infrastructure organisations' own performance management. We have worked hard to ensure that the reporting is proportionate and there is as minimal reporting burden as possible.
8. The Communities Select Committee has reviewed this data annually to provide Members with an opportunity to scrutinise how the money invested in the infrastructure organisations is supporting the wider sector. The Resident Experience Board has retained this responsibility in the new structure.
9. There are 10 performance scorecards attached at **Annex C**. Scorecards 1 to 9 provide a summary of performance information relating to volunteering and capacity building support (outcomes 1, 2 and 3). The first scorecard provides a Surrey-wide composite picture of the performance scorecards, with 2-9 giving breakdowns for each of the eight local CVSs.

10. These scorecards are composed of two sources of data. The top section focuses on quarterly reporting on volunteering activity that takes place through volunteer centres located in each CVS. Data collated shows the number of volunteering opportunities, how many volunteers were referred and placed, how long it took to place a volunteer, the demography of the volunteers and the sectors in which they volunteered. This is information that is already collected by each volunteer centre. Further analysis of the volunteering data is provided in paragraphs 15 – 17.
11. The second element of this scorecard reflects the results of the annual survey of the users of infrastructure organisations – the frontline VCFS groups. The survey took place in September and detail about the survey is provided in paragraphs 21 – 24.
12. Scorecard 10 has Surrey-wide performance information relating to how well the VCFS understands the needs of Surrey residents and how effectively the sector is able to influence strategic decisions (outcomes 4 and 5). The data source for this information was from the annual survey and is work that is primarily related to Surrey Community Action.
13. Looking at all of this information together, it demonstrates good delivery of outcomes that are being commissioned through the infrastructure organisations by the County Council and co-commissioners. This information has been shared on an ongoing basis with co-commissioners and the organisations themselves and the report highlights below how the performance information has been used by partners.

Analysis of volunteering data

14. Volunteering is a core element of local CVS functions, and one that is pivotal in fostering social capital and ensuring better outcomes for the communities of Surrey. CVSs have provided a full year of data from April 2014 to the end of March 2015 on a quarterly basis.
15. When implementing the performance framework, the original intention was to demonstrate delivery of the outcomes but to also help develop baselines, an understanding of trends and to look for areas of best practice or need for improvement. Having access to this data, Surrey County Council is confident that this has been both successful and useful for us and partners in providing this information.
16. Analysis of the full year volunteering data shows:
 - In total, the eight local CVSs placed 2,095 volunteers 2014/15 through their volunteer bureaux. This was augmented by another 1,545 volunteers who participated in one-off corporate and one-off volunteering events. The number placed by each CVS varied considerably over the quarters, as did the number of registrations converted to placements, but it is useful to note that the organisations are separate entities, the resources they allocate and the number of volunteer centre bases they have is variable. Some of the CVSs run projects that specifically support volunteers with special needs, where the number placed may not be high but the resource that is required is greater.
 - Over the year, commissioners have used the information to drive improvements where they have been needed. The volunteer placement level was significantly lower in some areas and discussions to understand why and put in place remedial action plans has positively turned the performance

around and this is continuing in the current year as needed. Areas of best practice have also been identified which has been shared with counterpart organisations and wider partners, for example, Voluntary Support North Surrey excel in engaging businesses in volunteering and their expertise is being shared to replicate and drive this up across Surrey, where possible.

- The demographic profile of volunteers (gender, ethnicity and age) diverges notably from the Surrey population profile. Women are more prevalent as volunteers than they are represented in the population; people from black and ethnic minorities and younger people (under 45s) appear to be volunteering in greater proportion to the Surrey population that these groups make up although this data is not complete and varies from locality to locality. This is similar to trends that were evident in last year's data.
- Another key point to note is the overall conversion rate from registration to placement of volunteers who have stated they have a disability. Where this information is captured, it shows the majority of people registering with a disability were successfully placed. This varies between volunteer centres but is very positive when taken as a whole as the time, support and outcomes for these individuals may often be much greater than for volunteers placed who do not have disabilities.

17. Volunteering is just one core function of the CVSs. Whilst the performance management framework has enabled a useful insight and up-to-date information on all relevant aspects of volunteering taking place through the VCs, there are other aspects of the service that are not as easy to capture in this graphical form. To review this information, organisations have provided commissioners with their business plans and any annual or quarterly reports produced for their management boards. These have been helpful in demonstrating the wider value the infrastructure organisations bring and helped in identifying some cases of individual best practice in place to meet local needs. The revised scorecard for 2015-16 will also now capture highlights of wider key achievements every quarter.
18. Over the summer, Surrey County Council and co-commissioners are also meeting with the infrastructure organisations as part of their annual review. There are no proposals to change the funding to infrastructure organisations for 2016-17 at present and the focus will be on ensuring the money invested drives greater value and is better aligned to priority areas of work, such as supporting achievement of Family, Friends and Community Support, whilst maintaining the core functions of the CVS.
19. To ensure this is enabled, recognised and facilitated, following consultation with service areas, co-commissioners and infrastructure organisations, two extra outcomes have been added to the grant funding agreement for 2015-16 as shown in **Annex A**. These will be monitored over this year.

Annual survey results

20. The annual survey took place in September 2014. This was an independent survey conducted by Surrey County Council on behalf of the commissioners. All the information was returned directly to the Council for analysis.
21. In summary, 704 frontline groups responded which is a significant sample from the sector. Some of the headline findings from the survey are as follows:

- 79% of the respondents highlighted they used the funded infrastructure organisations and where they had used services, there was a high satisfaction rate.
 - A number of the services provided by the CVSs are well known and well used, for instance volunteering recruitment, funding sources and CRB checks. However, there are low levels of recognition and use of others, for instance business planning and financial management support.
 - Most organisations are very positive about their future; 95% are certain or very confident that they will be in existence next year. The significant majority are also highly confident about finding and applying for sources of funding.
 - The VCFS groups who responded, collectively estimated that they benefited from 1,564,551 volunteering hours over the past year, which if paid for would equate to approximately in excess of £10m in staff time.
 - Approximately £8m in additional funds were secured for the responding organisations in Surrey.
 - The larger the organisation, the greater the awareness of current and future sector needs, based on evidence. Larger organisations are also much more likely to participate in consultations.
22. The findings were similar to the findings last year and individual organisations and commissioners alike have had the opportunity to use this information to think about the service provision and priorities going forward to target specific work areas. What is reaffirmed however is the added value the sector brings to Surrey and that having a strong infrastructure in place is important in supporting and enabling this.
23. The survey will be repeated in autumn 2015 and over the summer a working group of stakeholders will review the Survey. This is based on the feedback received on the survey over the last two years and will ensure the survey questions remain relevant and useful.

Surrey Community Action

24. Surrey Community Action is primarily working to support the VCFS in Surrey through the delivery of outcomes 4 and 5 (**Annex B**). This entails ensuring the sector has an evidence-based understanding of needs, is able to respond effectively by adapting services and innovating and is informed by and informing partners in the public sector.
25. The organisation's scorecard is attached at **Annex D**. It outlines the actions undertaken and impact made over 2014-15. There is a great deal of activity that has taken place over the year to deliver the outcomes. Work has varied from working with the Local Enterprise Partnerships in both provision of information on needs and working on specific projects, to enhancing service provision in rural areas, such as setting up car schemes. Surrey Community Action has also been working on key strategic programmes with the County Council such as contributing to the Family, Friends and Community Support Programme Board.

26. Surrey Community Action also continues to administer and manage the Community Buildings Grant Scheme and support services. In 2014-15, sixteen community buildings were supported through the scheme, widening the access to local communities through basic refurbishments and improved facilities. The County Council invested £156,000 which was matched by the District and Borough Councils and applicant organisations, levering in over £3million to the county for community facilities. The scheme makes a real difference to the communities of Surrey, as a community building is often at the centre of a thriving community.
27. Officers from Surrey County Council have worked with Surrey Community Action to develop a clear work plan for the 2015-16 that is aligned to priority areas of work and demonstrates value for money. Quarterly discussions will be carried out to review progress against the planned activities and ensure delivery of the outcomes that are being commissioned.

Communities Engagement Team and Community Foundation Surrey

28. The Communities Engagement Team (CET) and Community Foundation for Surrey (CFS), both also funded through the infrastructure budget, have reported on delivery of the outcomes outside this performance framework. This is due to the nature of their infrastructure activity.
29. A large part of the CET work is based on linking organisations, capacity building and community cohesion. Over the year, they have worked with Surrey County Council in key priority areas such supporting families with complex needs amongst other things. The CET also works with District and Borough Councils through the Community Connectors, with Surrey Police and the Clinical Commissioning Groups, developing innovative responses linked to different faiths and communities. This has included setting up thematic work programmes on key and targeted areas of work improving understanding of faiths and community issues. For example, developing a Surrey-wide Muslim Network and facilitating workshops on raising dementia awareness and foster care. For this year, a detailed work plan has been drafted with the CET and a quarterly review on delivery of the work plan will take place.
30. The small grant that the Community Foundation for Surrey receives from the Council goes toward their core funding. The outcomes they deliver are far reaching and of a wide scope, often targeting the most vulnerable people in Surrey. Over the last financial year, approximately 270 grants were distributed, worth over £820,000 to the community and voluntary groups in Surrey. The grants they provide help support and strengthen local communities and are often the seeds for much greater value and social benefits.

Surrey Compact

31. The Surrey Compact is a set of 'best practice' principles that support and guide how public sector bodies and the VCFS work together. The Compact has over 400 signatories from both public and VCFS organisations who are committed to bringing the principles to life in practice. It has been in place since 2002 in Surrey and over the years Surrey County Council, with partners, has made an investment through grant funding and officer resource to ensure the principles in the Compact are adhered to and promoted wherever possible. The grant funding Surrey County Council gives largely supports the role of the Compact Development Director and the County Council works closely with Surrey Compact to sponsor and hold an

annual joint event. There are six codes that make up the Compact and a summary leaflet is attached at **Annex E**.

32. The Compact has made a big difference to the way the Council and other public sector bodies work with the VCFS. Over the years, Surrey County Council has implemented positive changes initiated through the Compact, which are very much in place today, through its procurement and commissioning processes, engagement and consultation etc. For example, in 2004 only 40% of grants and contracts to the VCFS were being paid on time, in 2014 this was over 90% with valid reasons where there were delays in payments.
33. Surrey County Council remains committed to the Compact but it has been agreed with the Compact Chairman that it does not need to run in the same way. Therefore, from April 2016 the Council will no longer be giving the grant of £25,000 to run the Compact organisation but will instead look at how all the stakeholders take more collective ownership for promoting the principles of the Compact. Partners involved in the Compact Support Group will be working together with the Compact Chairman and Development Director to think about how the Compact will continue from April next year. It is likely wider partners in the public sector and VCFS, primarily the infrastructure organisations will take a lead role in sharing the responsibility of the Compact in Surrey. What is of importance to note is, the Surrey Compact will continue and there will be dedicated officers in Surrey County Council, as well as in other public sector and VCFS organisations who will continue to champion the principles of the Compact.

The County Council's strategic relationship with the VCFS

34. The VCFS are really important partners for Surrey County Council and they work closely with the Council to support with service delivery, often reaching the most vulnerable parts of Surrey's communities. With the VCFS's expertise, flexibility and local knowledge the Council is better able to ensure services are targeted to needs and priority areas and able to drive more positive outcomes for the communities of Surrey.
35. Building on the good work of previous years, the VCFS has continued to support the Council through consultations and expert advice on a variety of pieces of work. From consulting with the VCFS on the budget setting processes, to transport, to input on key commissioning and procurement work, the VCFS has been hugely helpful. The Surrey Charities Chief Executives' Group (SCCEG – a network of approximately 40 chief executives of VCFS organisation in Surrey including some of the infrastructure organisations), have been key conduits for this support and building the strategic relationship between Surrey County Council and the sector. Membership of this group can be seen in **Annex F**.
36. Over this year the Council will continue with this positive relationship with the VCFS and the New Models of Delivery Team will proactively work to maximise any opportunities that this may present, with a view to improved collaboration on priority areas of work and ultimately improving outcomes for residents.

Driving up volunteering across Surrey

37. Volunteers make a huge contribution to Surrey and are central to the success of key programmes the Council is engaged in, supporting both service delivery and new

ways of working. Over the last year the New Models of Delivery Team has been networking with relevant officers across Surrey County Council to assess where there is existing best practice and what more can be done to drive up volunteering in Surrey. Whilst it is evident there is a lot of good work already taking place, a need to better coordinate, develop a coherent strategy and plan of action to build volunteering has been identified.

38. To enable this, a two year project sponsored by the Leader started in May 2015. Through this project, a refreshed volunteering strategy is being developed to set out our commitment to volunteering and our priorities for ensuring we are making best use of volunteers, in line with the Surrey Compact Volunteering Code. Initially the focus will be on embedding a culture of volunteering in Surrey County Council, supporting our staff (through the employee volunteering scheme) and particularly those nearing retirement to think about how they might volunteer their time and expertise to support local people and causes as part of their plans for the future. We will also promote the use of volunteers to enhance services by sharing the benefits of involving volunteers and sharing learning on how best to involve volunteers. This will include the development of a volunteering toolkit to support our services looking to build their use of volunteers. Please see **Annex G** for details of the 100-day plan. Quarterly reports on progress will be shared with the Leader and the updated volunteering strategy will be shared with the board once it has been signed off by the Leader and Chief Executive.
39. The approach to volunteering is an important part of the Family, Friends and Communities (FFC) Programme and colleagues in Adult Social Care are fully engaged in our VCF Network. In particular, we will engage with local partnership forums in the district and boroughs to understand local needs and to find ways to encourage people to volunteer in areas which meet these needs. There will also be engagement of FFC Member Champions as part of this work, looking to them to champion volunteering in their boroughs and districts. There is an FFC Member Champion for each of the eleven boroughs and districts who is responsible for promoting FFC in their area.

Conclusions:

40. The outcomes-based performance management framework is working successfully. By collecting the data this way, a strong evidence base is being built about the delivery of the outcomes for Surrey residents and, as originally intended, areas of best practice are starting to be identified, alongside areas that need intervention and change.
41. Organisations and commissioners are using this data to collaboratively drive improvements, to consider how the resources are being used and continue to drive value for money services. There is a focus on building on what is working well, whilst maintaining the core functions of the infrastructure organisations and ensuring resources are better aligned to priority areas that meet the needs of the Surrey communities.
42. Whilst the Surrey Compact is changing, there will be a concerted effort from partners to ensure the best practice principles of the Compact are promoted and adhered to across Surrey's partners

43. A two year project to drive up volunteering in Surrey started in May 2015 with the aim of ensuring we are making best use of volunteers in Surrey.

Recommendations:

44. That the Resident Experience Board:

- a) Notes the outcomes-based performance management framework information provided in the report covering the 2014-15 period;
- b) Agrees the Board would like to review performance framework information going forward on an annual basis;
- c) Supports the direction of travel of the Volunteering Project;
- d) Agrees the Board would like to receive an update on the Volunteering Project as part of the annual VCFS reporting.

Next steps:

- Surrey County Council officers meeting with the Working Group to review the annual survey – July 2015
- Annual review meetings with infrastructure organisations – up to September 2015
- Annual survey of frontline VCFS organisations – September 2015

Report contact: Rachel Crossley, Lead Manager, New Models of Delivery

Contact details: 0208 5419993, rachel.crossley@surreycc.gov.uk

Sources/background papers:

Annex A: 2014/15 VCFS infrastructure funding profile.

Annex B: Co-designed outcomes for VCFS infrastructure including additional outcomes reflecting priority areas of work.

Annex C: Scorecard 1 is the Surrey-wide summary scorecard for outcomes 1, 2 and 3; scorecards 2-9 relate to individual CVS organisations for outcomes 1, 2 and 3; scorecard 10 is the Surrey-wide summary scorecard for outcomes 4 and 5.

Annex D: Scorecard relating to Surrey Community Action for 2014-15.

Annex E: Surrey Compact Flyer.

Annex F: List of Surrey Charities Chief Executive's Group membership.

Annex G: 100-day Volunteer Project Plan

This page is intentionally left blank