

**Response to the  
consultation on an outcomes- based commissioning framework for  
Voluntary, Community and Faith Sector infrastructure in Surrey  
April 2013 – March 2016**

## **Introduction**

On 19 April 2012, Surrey County Council published for consultation a proposed outcomes-based commissioning framework for Voluntary, Community and Faith Sector (VCFS) infrastructure in Surrey, April 2013 – March 2016 [[consultation document](#)].

The proposed commissioning framework had been co-designed with the VCFS and key stakeholders in District and Borough Councils and NHS Surrey. Through this process of co-production<sup>1</sup>, the outcomes and outputs within the framework had been tested with frontline VCFS organisations to ensure that commissioned services are suitable, appropriate and meet the needs of all service users.

The scope of the commissioning framework covered generic infrastructure, supporting all VCFS organisations in Surrey. By involving public sector partners, the framework was designed to maintain the flexibility to align with the developing commissioning in health and complement funding for VCFS infrastructure provided by District and Borough Councils. The consultation document included a detailed overview of the co-design process and timeline, covering the period July 2011 to 19 April 2012.

The aim of the consultation was to ensure all stakeholders were able to give their views on the final proposals for the commissioning framework. In addition to inviting written responses, the proposals were explained and discussed at a number of consultation meetings. These included a meeting with VCFS infrastructure groups, Districts and Boroughs and NHS Surrey on 19 April 2012. The County Council's Communities Select Committee was consulted at its meeting on 22 May 2012. Officers in Districts and Boroughs and NHS Surrey shared their views in an additional meeting on 22 June 2012.

The period of consultation closed on 29 June 2012, although responses received after that date were accepted. The County Council has taken into consideration all the consultation responses, as well as the outcome of the Surrey Compact consultation on the future of the Compact. The consultation on Surrey Compact was a separate survey undertaken in March 2012 by the Compact Chairman. A summary of the views expressed is outlined below, as well as how the County Council intends to respond.

---

<sup>1</sup> The Cabinet Office defines co-production as a partnership or relationship, characterised by mutual co-operation and shared responsibility for achievement of a valued goal.  
[http://webarchive.nationalarchives.gov.uk+/http://www.cabinetoffice.gov.uk/media/207033/public\\_services\\_co-production.pdf](http://webarchive.nationalarchives.gov.uk+/http://www.cabinetoffice.gov.uk/media/207033/public_services_co-production.pdf)

## **Key messages from the consultation**

The County Council received 63 written responses, in addition to the views expressed at consultation meetings between April – June 2012. The list of those organisations and individuals who responded to the consultation is attached at **Annex A**. The County Council is satisfied that the responses received are representative of a wide range of stakeholders: generic and specialist infrastructure organisations providing services at local and county-wide level; frontline VCFS groups that use those services; partners in Districts and Boroughs and NHS Surrey that co-fund infrastructure support; councillors; and Surrey Compact.

The most consistent message from the consultation was the overwhelming support for the co-designed outcomes for VCFS infrastructure. The outcomes and outputs are attached at **Annex B**. There was also full validation that the process of co-designing the outcomes had been inclusive and thorough and had contributed to ensuring that the right outcomes had been collectively agreed.

There were very strong concerns expressed, however, about commissioning the outcomes through an open, competitive tendering process. Many respondents felt there was a risk that a body from outside Surrey would submit a successful bid, and this would lead to loss of local understanding, less use of existing infrastructure networks, and a decline in value for money. Some were also concerned that competitive tendering would be a divisive process which would impair wider collaborative working.

While many responses recognised the value provided by their local Council for Voluntary Service, a number noted that there is scope for improvement in infrastructure delivery. There was a notable minority view held by some Districts and Boroughs and VCFS organisations that competitive tendering could be a means to facilitate greater innovation and drive service improvement.

Both local and county-wide service provision was seen as valuable and necessary for delivery of the outcomes for infrastructure support. There was support for the outcomes to be delivered across Surrey with no area left out. However, a number of respondents expressed the view that existing partnership arrangements are weak and insufficient to enable effective collaborative delivery of the outcomes, including ensuring that resources were allocated appropriately.

The tripartite arrangements, whereby the County Council, Districts and Boroughs and NHS Surrey jointly fund and monitor the delivery of infrastructure support, was highly valued. Many respondents wanted these arrangements to be maintained and strengthened, particularly in the areas of performance management and aligning commissioning intentions. This was seen to be especially important given the changes underway in health and the uncertainty about future funding arrangements.

## **Surrey County Council's response**

Having sought the views of a wide range of stakeholders and considered all the responses to the consultation, as well as the outcome of the Surrey Compact consultation on the future of the Compact, the County Council now intends to take the following course of action.

As previously confirmed, the County Council's funding for commissioning VCFS infrastructure is a maximum of £475,000 per year from April 2013. The County Council is, however, mindful that the next Comprehensive Spending Review expected in 2013 is likely to place significant additional financial pressures on public spending; future funding for VCFS infrastructure will be reviewed in light of the budget available.

### Surrey Compact

The consultation on Surrey Compact indicated support for the continuation of services that signatories currently receive. A clear message was that the Compact needed to raise its profile and improve what it currently does, especially as changes in health commissioning are likely to impact on relations between the VCFS and public bodies. There was a strong view that signatories value the Compact's independence.

The County Council remains fully committed to the Compact and its principles. It also values the Compact's independence and recognises the importance of ensuring its future sustainability. As a result, the County Council intends to top slice £25,000 per annum over three years (April 2013 – March 2016) from the funding for VCFS infrastructure. This will ensure that Surrey Compact funding is independent of VCFS infrastructure support. These proposals have been discussed with the Compact Chairman and the County Council's Communities Select Committee on 12 July 2012 [[Compact paper](#)], which endorsed the approach.

### VCFS infrastructure

In recognition of the wide-spread support for the co-designed outcomes, the County Council will focus its funding on the delivery of these outcomes for Surrey and the VCFS.

The County Council will maintain funding to all currently funded generic VCFS infrastructure providers on an individual basis for 2013-14. The intention is to fund all local Councils for Voluntary Services (CVS) in Surrey, including Woking Association of Voluntary Services, as well as the county-wide CVS. Funding will be distributed fairly, ensuring that resources are allocated to enable delivery of the co-designed outcomes.

For 2013-14, the County Council will not introduce competitive tendering. This is both in response to the significant concerns expressed during the consultation and to allow time for greater clarity about health funding arrangements to emerge.

The County Council will work with existing VCFS infrastructure providers in Surrey to agree which outcomes are delivered at a local, county-wide and targeted level.

The County Council will also continue to work in tripartite arrangements with co-funding partners in Districts and Boroughs and NHS Surrey to agree the format and funding distribution and how this relates to delivery of the outcomes locally and county-wide. There will be additional focus on developing with partners a robust, timely and proportionate performance management system to evidence delivery of the key outcomes.

The proposals covering the delivery of outcomes and associated funding will be developed in discussion with relevant co-funding partners and infrastructure providers during August – September, in order to inform the County Council's decision-making. An update on these funding arrangements will be discussed by the County Council's Communities Select Committee on 27 September 2012.

From October 2012, the County Council will work with co-funding partners and infrastructure providers to agree the new outcomes-based performance management arrangements. This will allow for the new funding and outcomes-based performance management framework to commence on 1 April 2013. The County Council will consider progress in delivering the outcomes and next steps from July 2013.

### **What happens next**

- 31 July: Publish Surrey County Council's response to the consultation on an outcomes-based commissioning framework for VCFS infrastructure in Surrey, including intended next steps;
- August – September: Discussions with co-funders and VCFS infrastructure providers to inform County Council decision-making;
- 27 September: Further update session with County Council Communities Select Committee on funding for VCFS infrastructure in Surrey 2013/14, including indicative funding levels;
- 30 September: Indicative letters of funding intentions to all VCFS infrastructure providers;
- 1 October – 31 December: Development of outcomes-based performance management arrangements with co-funders and VCFS infrastructure providers, with additional capacity building as appropriate;
- By 31 December: Final funding and performance management arrangements confirmed;
- 1 April 2013: New funding and outcomes-based performance management arrangements for VCFS infrastructure commence.
- July 2013: First performance reporting against the outcomes-base performance measures and quarterly reporting thereafter.

## **Annex A: Responses to the consultation**

### **19 April consultation meeting: representatives from**

Department of Social Responsibility  
Elmbridge Borough Council  
Epsom & Ewell Borough Council  
NHS Surrey  
Reigate & Banstead Borough Council  
Reigate & Banstead Voluntary Services  
Runnymede Association of Voluntary Services  
Runnymede Borough Council  
Spelthorne Borough Council  
Surrey Community Action  
Surrey Compact  
Surrey County Council  
Surrey Heath Borough Council  
Surrey Welfare Rights Unit  
Tandridge Voluntary Service Council  
Voluntary Action Elmbridge  
Voluntary Action Mid Surrey  
Waverley Borough Council  
Woking Association of Voluntary Services

### **22 June consultation meeting: representatives from**

Elmbridge Borough Council  
NHS Surrey  
Reigate & Banstead Borough Council  
Runnymede Borough Council  
Spelthorne Borough Council  
Surrey Heath Borough Council  
Surrey County Council  
Waverley Borough Council

### **Responses to the consultation**

Action for Life  
Age UK Surrey  
Age UK Runnymede & Spelthorne  
All Saints Church New Haw  
Bletchingley Skills Centre  
Bookham help your neighbour scheme  
Cllr Brian Perkins  
Cllr L Parker  
Cllr Lindsey Dunbar  
Cllr Robert Alan Jones  
Community Foundation for Surrey  
Department for Social Responsibility

East Surrey Crossroads  
East Surrey Dial a Ride  
Epsom & Ewell Borough Council  
Fairtrade Lingfield & Dormansland  
Farnham Humanists  
Felicity Dick, MBE, Trustee Gatwick Detainees Welfare Group  
Hurst Green Methodist Church  
Heathervale Baptist Church  
Jacqui Smith  
Leonard Cheshire Disability  
Margaret Cox  
Meeting Point (community group in Stoke Ward, Guildford)  
Mr E H Ong, volunteer  
Mr J Dick, Chair of two charities in Tandridge  
Neville Jacobs  
New Approaches to Cancer  
Oakleaf (Making life work after mental illness)  
Pewley Down Volunteers  
Public Service Prison Education and Ex-offender mentoring  
Reigate & Banstead Borough Council  
Richard Storey, Chair of East Surrey Carers  
Royal Mencap, Surrey  
Runnymede Association for Voluntary Services  
Runnymede and Spelthorne Citizens Advice Bureau  
Runnymede Borough Council  
Runnymede Dementia Carers Support Group  
Runnymede District Scouts  
Samson Centre, home of the Multiple Sclerosis Therapy Group, Guildford  
Social Information on Disability (SID)  
South East Surrey Dyslexia Association  
Spelthorne Borough Council  
St Clare's Park Barn, Guildford  
St Joseph's Specialist School & College, Cranleigh  
Stoughton Community Association  
Surrey Community Action  
Surrey Heath Borough Council  
Surrey County Council Communities Select Committee  
Surrey County Council Chairman  
Tandridge District Council  
Tandridge Education Partnership  
Tandridge Voluntary Service Council  
The Brigitte Trust  
The committee of the Chertsey Society  
The Haven Group

The Orpheus Centre  
Titsey and District Rotary Club  
Voluntary Action Elmbridge  
Voluntary Action South West Surrey  
Voluntary Services Surrey Heath  
Waverley Borough Council  
Woking Association of Voluntary Services  
Welcare Children's Centre  
Woodham and New Haw Silver Club  
Youth and Community Section All Saints Church in New Haw

## Annex B: Outcomes and outputs

OUTCOMES FOR VCFS INFRASTRUCTURE
1. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – volunteering
2. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – funding
3. Increased capacity of the VCFS in Surrey, to help it to achieve its objectives – well governed organisations, incorporating organisational development and governance and operational support
4. Improved identification and understanding of evidence led needs and trends, and VCFS organisations enabled and challenged to meet those needs
5. Increased influence on policy affecting the VCFS in Surrey

SERVICE OUTPUTS FOR VCFS INFRASTRUCTURE
<p><b>Increased capacity: volunteering</b></p> <ul style="list-style-type: none"> <li>• Wide access to volunteering – people who live and/ or work in Surrey are aware of opportunities to volunteer</li> <li>• Volunteers with support needs are supported to volunteer</li> <li>• Organisations seeking volunteers are satisfied</li> <li>• Volunteers are satisfied</li> </ul>
<p><b>Increased capacity: funding</b></p> <ul style="list-style-type: none"> <li>• Sustainable business plans</li> <li>• More effective use and supply of diverse financial resources</li> <li>• Existing resources are used effectively</li> <li>• Organisations feel informed and better equipped to source funding</li> <li>• Ability to bid effectively, leading to successful funding bids</li> </ul>
<p><b>Increased capacity: governance</b></p> <ul style="list-style-type: none"> <li>• Continuity of services delivered by VCFS organisations</li> <li>• Frontline organisations are able to adapt to change, reposition themselves if necessary and flourish</li> <li>• Organisations know how to address internal problems, relating to both governance and operations</li> </ul>



### **Evidence led needs and trends**

- Frontline groups have an evidence based understanding of factors impacting on their services
- Statutory providers are better informed about the needs of the VCFS and needs in Surrey communities
- Local VCFS organisations adapt services and structures to meet identified needs
- Innovation is actively supported

### **Policy influence**

- Key strategic decision makers, including elected Members, are engaged with the VCFS
- Compact principles and codes are upheld
- Co-design of commissioning models affecting VCFS
- National/local policy shaped by input from wide range of VCFS organisations
- All frontline organisations, whatever their size, know how to influence and take part in activities to influence

This page is intentionally left blank