

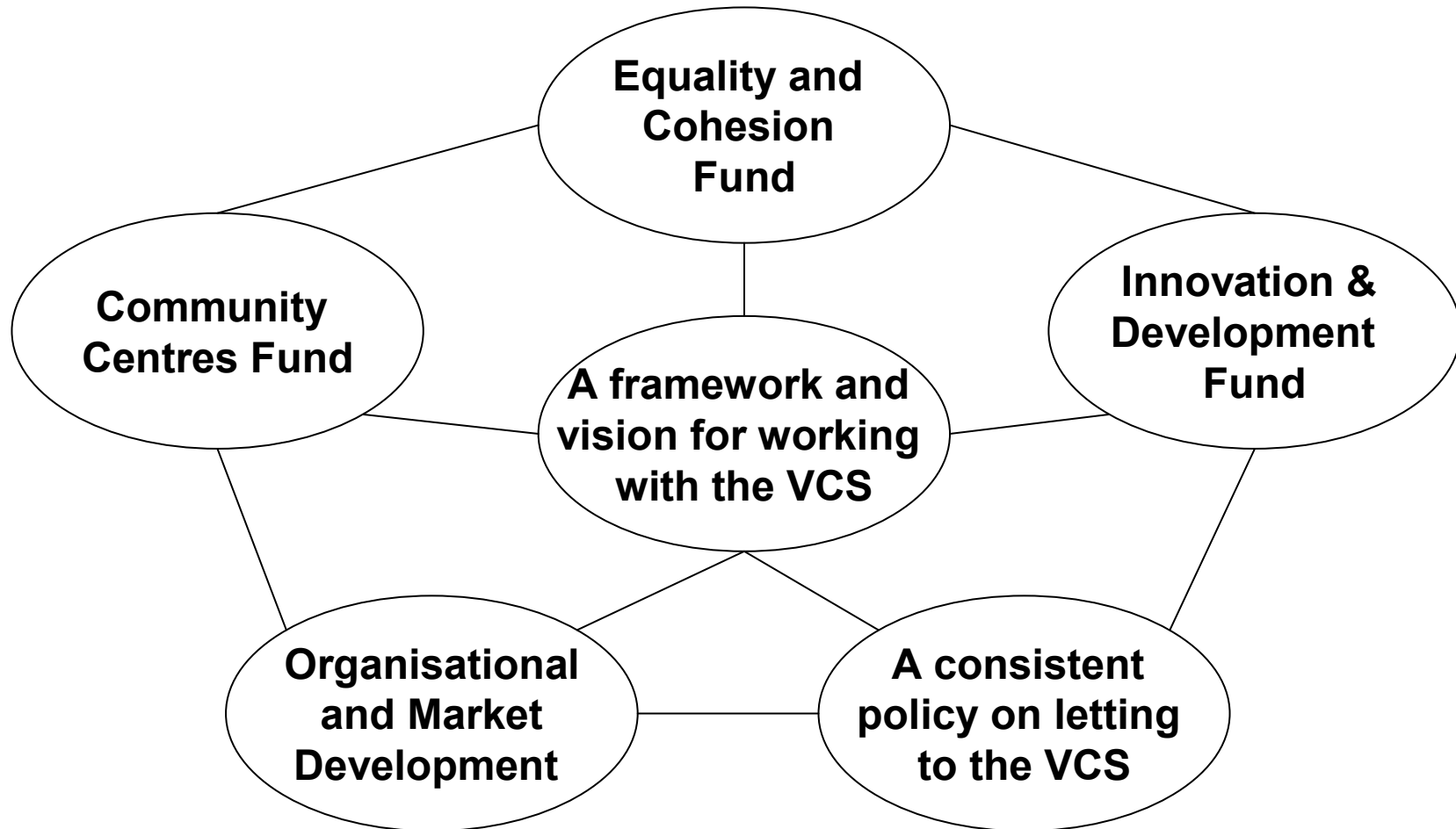
# Supporting and investing in Camden's voluntary and community sector (VCS)

Proposed investment and support programme



# Camden's VCS Review 2011

## *The proposed package*



## Camden's VCS Review 2011

# *Equality and Cohesion Fund*

**SUMMARY PROPOSAL:** A fund with the purpose of meeting cohesion outcomes in Camden and promoting equality of opportunity amongst all Camden residents.

### **WHAT THIS MEANS:**

- The Council retains a portion of funding that is open to all VCS organisations in Camden
- Outcomes-based approach to help the council and the VCS to better demonstrate impact
- Outcomes-based grants capped at £50k p.a. (for up to 3 years).
- The fund would be targeted at reducing inequalities faced by vulnerable groups in Camden.
- The council will ensure that awards reflect priority inequalities.
- Criteria based on raising levels of aspiration and creating equality of opportunity.

### **RISKS AND OPPORTUNITIES:**

- Opportunity that the fund could be used to help mitigate reductions in public sector budgets
- General public construe this as positive discrimination and can act against community cohesion
- The VCS find it hard to apply / "fit" their services to the fund criteria

# Camden's VCS Review 2011

## *Community Centres Fund*

**SUMMARY PROPOSAL:** A fund with the primary aim of building/developing a community centre resource in Camden that is resilient, sustainable and fit to support Camden-wide community priorities, both current and anticipated.

### **WHAT THIS MEANS:**

- The council would set aside a part of its current funding pot solely for community centre organisations.
- “Investment” grants of up to £100k pa would be awarded to those organisations that can demonstrate “needs” in their catchment area, impact against these needs, and a plan for organisational development.
- A dedicated liaison group with equal representation and ownership from the VCS and council officers will be created to support the organisations and the achievement of their outcomes, and improve relationships between the council and community centres.

### **RISKS AND OPPORTUNITIES:**

- This approach requires both council officers and community centres to change and work differently
- Potential conflict of neighbourhood and borough-wide centres and where the council should invest its resources

## Camden's VCS Review 2011

# *Innovation and Development Fund*

**SUMMARY PROPOSAL:** A fund with the purpose of developing new ideas and organisations that will tackle ingrained social problems in Camden, while at the same time tapping into alternative sources of social investment.

### **WHAT THIS MEANS:** (under development)

- Grants of up to £50k per annum to organisations/initiatives that can demonstrate they will have a significant impact on a social issue in Camden
- Funding time-limited to 3 years and not subject to renewal after this period
- Council will under-write the fund from the start and seek to source social investment from individuals, businesses and other public sector agencies to “co-fund” successful applicants and allow the council to reinvest its resources into the next round of funding

### **RISKS AND OPPORTUNITIES:**

- Investment in potentially new organisations and ideas for tackling ingrained social problems may not always be successful
- Invitation and management of third party social investment is a new area for the council and may lead to legal risks/complications
- Strong opportunities to make a real difference to residents' lives through new approaches to tackling old problems

# Camden's VCS Review 2011

## ***Organisational & Market Development***

**SUMMARY PROPOSAL:** An integrated programme of organisational and market development for Camden's VCS comprising of a mixed economy of council and VCS support. The aim will be to ensure that organisations in the borough are ready to meet current and future challenges, be they local, London-wide or national.

### **WHAT THIS MEANS:**

- Overall aim to ensure that council investments in the VCS are supported, that the best outcomes are achieved through council relationships (funded or otherwise) with the VCS, and that the borough has a robust VCS adaptable to the changing demands in Camden.
- Council role more strategic and less delivery based, directing resources to priority areas
- Funded infrastructure organisation(s) responsible for wider support to Camden's VCS
- Funded organisation(s) responsible for developing opportunities for volunteering and civic action

### **RISKS AND OPPORTUNITIES:**

- Opportunity to provide a clear support offer to both VCS organisations and council officers
- More targeted (investment) approach backs successful organisations at the expense of the wider VCS in Camden and potentially smaller organisations

## Camden's VCS Review 2011

# *A rent policy that supports Camden's VCS*

**SUMMARY PROPOSAL:** Retire the process for awarding rent grants, and replace with a dedicated rent policy for VCS tenants in council buildings which complements the council's Community Investment Programme (CIP)

### **WHAT THIS MEANS:**

- The council would grant appropriate rent relief to those organisations that have a social value and directly benefit Camden residents, where they agree to support the CIP:
  - Where 90% or more of activities benefit Camden residents, 100% relief granted
  - Where 50-90% of activities benefit Camden residents, 50% relief granted
  - Where less than 50% of activities benefit Camden residents, 0% relief granted
- The council will work with VCS tenants to unlock the value of council property to help fund vital services in Camden by matching organisations to appropriate premises

### **RISKS AND OPPORTUNITIES:**

- Agreeing fair and appropriate distribution of repair/maintenance responsibility
- Some organisations that currently have rent grants may end up paying more rent (even with rent-relief)
- A fair and transparent approach to council property that supports VCS organisations whether they are funded by the council or not

## Camden's VCS Review 2011

# *A framework and vision for working with the VCS in Camden*

**SUMMARY PROPOSAL:** Any future Communities and Third Sector team to be the lead service for promoting the role of Camden's VCS in improving the lives of residents, brokering relationships between council departments and VCS organisations,

### **WHAT THIS MEANS:**

- Implementing an action plan to meet the following key themes:
  - Develop an overall ethos and vision for the sector
  - Develop transparent, consistent and enabling procurement, commissioning and monitoring processes
  - Enable individuals, groups and communities to shape the design and delivery of services and take part in policy making
  - Maximise the effective use of limited human and physical resources.

### **RISKS AND OPPORTUNITIES:**

- Conflicting policy option reviews across the council make it difficult to build a coordinated approach across service areas
- Opportunity to implement a true "one-council" approach that maximises the value achievable through working in partnership with VCS organisations



# Camden's VCS Review 2011

## *Key dates in 2011*

KEY DATE	KEY MILESTONE
21 February 2011 (tbc)	C&E Scrutiny Committee consider the proposals
23 February 2011	Cabinet consider commissioning intentions (this will be the overall investment package and principles, not who gets what funding)
Feb – early March 2011	Officers finalise new funding package
March-August 2011	Commissioning / procurement and assessment of applications
September 2011	The proposed allocations (to individual organisations) are determined and reviewed in consultation with Cabinet
End of September 2011	VCS organisations receive details of individual funding agreements
	Organisations also receive advice of contract end, where applicable
31 December 2011	Existing C&E contracts end
1 <sup>st</sup> January 2012	New C&E funding agreements start