



Regional Children Trust and Children's Centre Network Support

Findings- Jan2006 – April 2006

Author -Resh Spafford

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## CHAPTER 1. THE BRIEF

The general aim of the brief funded by “Change up” was to kick start what the voluntary/community sector in Yorkshire and Humber need in order to help engage with the Change for Children agenda.

The main elements of the brief were:

- 1) **Develop a Database** of groups/organisations in the voluntary and community sector involved in each of the districts/local authority areas in the region.
- 2) To identify **examples of effective practice** in the sector to support their sustainable involvement in the further children’s Trusts and Children’s Centre arrangement within the districts.
- 3) To **maximize efficiency, opportunity and continuity** in the region regarding voluntary and community sector activities with regard to children, young people and their families.
- 4) To identify through the network **opportunities for information sharing and mutual support** by publicizing innovation, good practice and challenges.

## CHAPTER 2. THE PROCESS

The following process was developed to meet the different components of the brief.

A project team was appointed. This consisted of an Administration Manager and an Administrator who were appointed in November 2005. A freelance consultant was appointed as a coordinator from Jan to April 2006 (3 days a week) to join the team. The overall management of the project was via the Chief Executive of the National Children's Centre. He met weekly with members of the project team to monitor progress.

The project was delivered using a five pronged approach:

- 1) Desk research-interrogation of web sites and published reports on issues relevant to the brief. This included evaluated reports, other publications and delivery plans.
- 2) Telephone interviews with
  - Local authority Children's Trust Managers
  - Managers responsible for Children Centre developments in the local authority.
  - Children's Fund Managers
  - Phase 1's Children's Centre Managers
  - Voluntary and Community sector providers identified as examples of good practice
  - Managers Of CVS's and 0 – 19 partnerships
  - Discussions with the Government Office for Yorkshire and Humber
- 3) Population of the database with findings gained from telephone interviews and interrogation of documentation.
- 4) Development, updating and sharing of information on a regular basis.
- 5) Dissemination of the work at a seminar on May the 15<sup>th</sup> and consulting with the participants on the future development of the project.

It became clear as the project developed that there were two areas that needed detailed development. This could not be done within the timescale of the appointment of the coordinator in the detail required.

It was therefore agreed that some of the funding would be used to commission Voluntary Youth Organisation Network. (VYON) in Kirklees to conduct in depth analysis of following. It was felt that this work could be transferable to the other 14 districts in the region with learning points that would be of use.

- 1) Representation of the voluntary and community sector in strategic partnerships.
- 2) The needs of the small voluntary community sector provider, particularly with regard to their current experience and future needs.

## 3 PUTTING IT INTO CONTEXT - THE NATIONAL AGENDA

### 3.1 Every Child Matters-Change for Children

The document every Child Matters - Change for Children outlined five universal outcomes for children and young people that all service providers working with children should be working towards.

These outcomes are:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well being

In order to achieve these outcomes the government has outlined a number of changes in the way services are delivered to Children and Young People (0-19) and their families. These are developed further in this section.

#### 3.1.1 Children Centres

The Children Centre “concept” is part of the government strategy to deliver better outcomes for children and families 0 – 4. Sure Start local programmes are fore runners of this development and have been working in this way for the past few years. The concept is based on a commitment to improve the coordination and quality of services for young children. This stems from a belief that the **joining up** of services and disciplines such as **education, social care, family support** and **health** is a key factor in determining good outcomes for children. Furthermore guidance states that Children Centres need to bring together locally available services. **A number of these may be provided by the voluntary and community sector.**

Children centres must provide the following **core** services.

- Early education integrated with day care for babies and children until they reach school age.
- Base for childminders.
- Links for services for older children e.g., out of school care and extended schools.
- Family support
- Links with health services
- Links with job centre and job opportunities
- Links with children’s information service
- Links with training and education providers.

All these above services have opportunities for voluntary and community centre engagement. A number of voluntary sector organisations have been providing services that meet Children Centre requirements as part of Sure Start local programmes. These have been developed in Section 5 “Examples of Effective Practise”.

It is the government intention that every child who lives in an area in the top 20% in the index of deprivation will have a Children Centre by 2008. This development is in three phases with Phase 1 centres having to be operational by April 2006. There are 165 Phase 1 Children Centres in the Yorkshire and Humber region. Phase 2 Children centres have not yet been announced. It is also the government's intention that all children irrespective of where they live will have access to a Children Centre by 2010.

Information on the local position regarding Children Centres are in Section 4 of this report.

### **3.1.2 The Children Act 2004**

The Children Act 2004 places a duty on each local authority to involve the voluntary/community sector organisations at all levels (from governance to integrated service delivery). Further details of the Children Act 2004 are available on [DfES - The Children Act and Reports](#)

### **3.1.3 The ChildCare Bill 2004**

The Child Care Bill places a legal duty on local authorities to ensure there is sufficient child care in their area to meet the needs of working families, in particular those on low incomes and those with disabled children.

Local authorities will be required to:

- **Secure sufficient child care to meet the needs of working parents, those seeking work and specifically for low income families who are eligible for the child care element of the Working Tax credit (WTC) and parents with disabled children.**
- Place the child care system on a more secure long term funding and help to ensure that services better meet local need.
- Improve outcomes for children until the age of five and close the gap between those with the poorest outcomes and the rest to ensuring access to integrated early child hood services.
- Encourage parental involvement and be pro active in seeking the view of parents, children, providers and the wider local communities.

In addition the government has also produced a ten year action plan in a report published jointly by the department of Work and Pensions (DWP) and the Department for Education and Skills. The document is entitled "Choice for parents", the best start for children: making it happen an action plan for the ten year strategy: Sure Start children centres, extended schools and child care. The full plan is available from [Resources and practice - Every Child Matters](#)

Of particular interest to the voluntary and community sector will be the requirements of the local authority with regard to their relationship with the sector. This is set out in section 3.13 of the aforementioned report -*delivery through the market*.

The document encourages diversity of the local market and a mixed economy of funding, which makes the provider sustainable.

In section 3.15 the Childcare Bill proposes that:

- **Local authorities should only provide new childcare places themselves if they can demonstrate that it is appropriate for them to do so and where no other provider in their area is able to do so.**
- Local authorities will need to publish clear and **transparent criteria** and processes to determine whether it is appropriate for them to provide child care directly: and
- Local authorities must take steps to involve providers from the private and voluntary sectors in the **planning and delivery of early childhood services**, for example when considering the site of any new or replacement Sure Start children centres.

Currently there are 165 Sure Start children centre's in the region. It is planned that by 2010 every area within the country will have access to a Children's Centre. There is therefore a lot of potential for the voluntary and community sector to be involved in child care provision. Our work under Change Up has strengthened our view that sustainable approaches such as social and business enterprise need prioritising.

The Childcare Bill also sets out the role of the local authority with regard to diversity within the childcare market

This states that their role will be:

- **Steering-** existing or new providers: giving market information and needs analysis data to existing and potential new entrants to the market, to enable them to fill the gaps that have been identified.
- **Match making-** linking different providers to each other to meet demand or alerting existing or new providers to local development plans that they could get involved in e.g. development of school sites.
- **Contracting** to fill particular gaps in the market e.g. provision for children with special needs.
- **Supporting providers to build capacity** e.g. staff training, business strategy or partnership working to enable them to fill gaps as part of the local authority duty to provide information, advice and training to providers:
- **Marketing** providing information to parents on what is available, especially where mismatches have been identified in the local market, so that their needs can drive the system.

The Childcare Bill also sets out practical government support for diversity and sustainability.

- £250.00 million over 2006-2008 in the Transformation Fund will be dedicated to supporting staff quality and leadership in voluntary and community settings.
- £ 8.4 million of new capital grants both on 06-07 and 07-08 will be available to small and medium size employers to establish workplace nurseries.
- Local authorities are being enabled to open Children Centres on nearby split sites to support and enable partnerships between existing providers
- Extended schools are being encouraged to work in partnership with established voluntary and private providers enabling them to co locate with schools or devise transfer arrangements, making the most of their skills in business planning and delivering childcare.
- It is a condition of the General Sure Start Grant (GSSG) funding that local authorities consult and consider using private, voluntary and community sector providers in the area.
- GSSG funding and web based tools are being developed for business support which will help childcare businesses become more sustainable.

#### **3.1.4 Children and Young Peoples Plan's**

Each local authority/district within Yorkshire and Humber had to produce a children and young peoples plan by April 2006. These plans consider service development priorities with regard to children and young people in the area.

#### **3.1.5 Children's Trusts**

The Children Act 2004 places a duty on each local authority with children service responsibilities in England to **promote cooperation** to improve the well being of children in the locality. The vehicle for this are **Children's Trusts** who are charged with **harnessing the contribution** of all agencies working with children, young people and families in the **planning, commissioning and delivery of** services.

Local authorities are expected to **involve voluntary and community** organisations at **all levels** of Children's Trusts from governance to integrated service delivery. Information on the local position regarding Children Trusts are in Section 4 of this report.

#### **3.1.6 DfES Strategy for working with the voluntary and community sector**

The DfES has developed an overarching strategy for working with the voluntary community sector to deliver the Change for Children agenda for children and young people.

- The strategy sends a clear message about the **importance** that the **government attaches to the role of the voluntary and community sector**. This includes the development of mechanisms for involving the voluntary and community sector in the agenda of the children's trust
- Looks at what the DFES will do to strengthen its national relationship with voluntary organisations that work with children, young people and families
- Explains how the Every Child Matters-Change for Children programme will support effective working with voluntary and community organisations at a local level.

Further information on this strategy can be found on [www.everychildmatters.gov.uk/strategy/voluntaryandcommunity/document](http://www.everychildmatters.gov.uk/strategy/voluntaryandcommunity/document)

### 3.1.7 Local Area Agreements

Children's Trust arrangements within districts are using Local Area Agreements as a means of developing their Children's Service strategy at a local level. On the 27<sup>th</sup> July 2004 the office of the Deputy Prime Minister (ODPM) published a document regarding the future of Local Government entitled "Developing a ten year vision."

The five national outcomes of the Change for Children agenda are included in this vision (within the Children and Young People's block of reforms. Each local area needs to weave these outcomes into its consideration.

This vision for reform covers four broad themes:

- Leadership
- Citizen engagement
- Service delivery
- A new settlement between central, regional and local government

Local area agreements are voluntary agreements between central government local authorities and their partners.

As part of this strategy the DFES worked with ODPM and other government departments to pilot Local Area agreements in twenty local authorities. Some areas in Yorkshire and Humber piloted these agreements. Details of this are in section 4 of this report. Other authorities within Yorkshire and Humber are going to be included in this as from April 2006. The details of these are in Section 4 of this report.

### 3.1.8 Compacts

Compacts are protocols between the local authority and the voluntary and community sector in their districts. The compacts are being coordinated by local CVS (Council for Voluntary services) organisations.

## 4. PUTTING IT INTO CONTEXT THE LOCAL PICTURE

### 4.1 Children Centres

There are 165 children centres in Phase 1 of children's centre development within the 15 districts of Yorkshire and Humberside. Phase 2 Children Centre's have been identified but are currently going through approval within the local authority committee process. Therefore information about them is not currently widely available. There will be a further round of Phase 3 Children Centre developments to be announced early next year. Contact your local Sure Start Children Centre manager based within the local authority Children Services directorate for further information regarding the second and third phase developments.

It is the governments intention that by 2008 all areas with the 20% most disadvantaged population will be served by a Children's Centre and that this will be rolled out by 2010 to cover the rest of the country. This is an ambitious proposal and the local authorities have been charged with making this happen. Each local authority has therefore produced a Children's Centre Plan. These will be available from your local authority Children Services directorate.

### 4.2 Children's Trusts

There are 15 districts within Yorkshire and Humber. Six of these are pathfinder Children's Trusts and are therefore operational. These are Sheffield, Barnsley, Calderdale, North Lincolnshire, East Riding of Yorkshire and York. The rest of the local authorities are in the process of establishing their Children's Trusts. Research conducted as part of this project has identified the following themes in the region.

- Children's Trusts are being developed from the base of the Children and Young People Strategic Partnerships boards (or equivalent) which have already been in operation for some years as Children and Young People arms of the Local Strategic Partnership.
- All the local authorities are taking their responsibilities of voluntary and community sector representation on these boards seriously. However the effectiveness of the representation of a big sector with only 1 or 2 representatives is a challenge that has been addressed by a number of districts. They have developed a **0 – 19 partnership** which are coordinated by the council for voluntary service in the area. The role of the partnership is to support and develop the voluntary and community sector to engage effectively with the Children's Trust at the strategic and operational levels. The following districts have developed 0 – 19 partnerships: York, Doncaster, Kirklees, Leeds, Bradford, Rotherham, Barnsley, and North East Lincolnshire. Details of the way the Doncaster partnership had developed are in the effective practice of this database. For further information on the 0 – 19 partnerships contact your local CVS.

### 4.3 Integrated Working

**Research conducted as part of this project has identified the following themes.**

- Local authorities are addressing their responsibilities for integrated working in Children Centres by dividing the larger district into smaller areas or localities (ranging from 4 to 7 areas.). A number of these are using the same cluster or pyramid system used by schools in the area for some time as the new localities. Details of these areas have not yet been publicised but the localities have been identified and are currently going through the committee processes.
- Local authorities are appointing or in the process of appointing locality service managers who will be responsible for coordinating and developing the services in the areas. Although these appointments have different job titles their role will be to consult with providers and parents in the area and **develop local partnerships** which could be new or based on current partnerships. These partnerships will consider the needs of the locality and the priorities in the area particularly with regard to integrated working.
- It is envisaged by all the local authorities contacted that there is likely to be some local commissioning of services based on local needs, identified by these partnerships.
- It is important for the voluntary and community sector to engage with these partnerships in order to identify opportunities and play a role in the direction of services in their area.

### 4.4 Commissioning

**The following themes are emerging from local authorities consulted regarding their current position on commissioning.**

- It appears that as from April 2007 all services will be commissioned based on identified need with individual service level agreements with the local authority.
- All services will need to be SMART about what is involved with the commissioning process.
- The Children's Trust will have the overall responsibility for commissioning within each district.
- Borough wide services will be commissioned centrally by the Children's Trust. These are likely to be more attractive to the larger voluntary organisations.
- Local needs will be identified by local partnerships. These may be more attractive to small and medium sized organisations. There will also be opportunities for organisations in the voluntary and community sector providing similar services to work in partnerships with each other in their individual localities.

- There will be a process of tendering. Some local authorities have used commissioning and tendering process's especially when developing services for Children's Fund and childcare. These are likely to be developed into a single commissioning process. This may be a challenge for some organisations within the voluntary and community sector that may not be familiar with the process.
- The commissioning process can be a challenge in terms of the information that is required. This will include financial and legal information. Some voluntary agencies have this information prepared already which can be used "off the shelf" when a tender application comes in. It may be appropriate for those voluntary agencies interested in delivering services within Children's Centres to do this, as deadlines of tendering opportunities in the past have been very short.
- It is also likely that all commissioning opportunities will require quality assurance, accreditation or indication that the service will be working toward this. Not all of the voluntary agencies are working towards these. There are a number of quality assurance programmes promoted by differing voluntary agencies.
- It is likely that all commissioning opportunities will require regular monitoring and evaluation reports. This may be difficult for some smaller organisations to progress.
- None of the local authorities consulted can say explicitly (at present) as to how they will publicise opportunities in a transparent way. These are currently under discussion but information should be available in early 2007.
- Some local authorities do have preferred provider lists (mainly around child care) and other specific services such as family placement or services for children with disabilities. For information on whether your particular district has a provider list please contact the local Sure Start Partnership based in the Children Services directorate within the local authority.

## 5) EXAMPLES OF EFFECTIVE PRACTICE

Examples of effective practice were identified from discussion with interviewees or evaluation reports. Project managers directly responsible for the effective practice were then interviewed - their project described and their views sought with regard to the unique selling point of their project and why they thought it was effective. These were written up and circulated to them and permission sought for them to be used as contact points for others who may be interested in developing a similar project.

Currently 35 examples of effective practice were analysed. We will be building on this information.

These were catalogued under:

- Family support,
- Inclusion
- Child care
- Play and leisure
- Partnership working
- Community cohesion
- Prevention
- Social enterprise.

These were grouped under services for:

- Under 5's that could be developed in children's centres
- Over 5's that could be developed in extended schools

These categories were identified by those consulted as being most useful in developing their own projects.

It was also felt by local authority staff that it would be of interest to commissioners as it would enable them to consider the potential of the voluntary sector in providing services. It would also assist personnel involved in developing specifications for services to be commissioned as innovations and evidence based successes could be incorporated into the design.

The examples highlighted 5 themes

These were:

- Funding
- Partnership working
- Training and staff development
- Quality assurance
- Marketing

A number of issues and critical success factors were identified for each of the themes. These have been considered in turn in the next section of this report.

## 5.1 Funding

### *Issues*

- The reliance by some voluntary sector organisations on grant funding and particularly funding from one source raises concerns regarding sustainability if the funding stream is withdrawn or cut.
- Short term contracts and the impact that this has in organisations particularly with regard to forward planning, innovations, development and the recruitment and retention of quality staff during the whole of the period of the contract.
- Full cost recovery
- The need to chase different funding streams and complete different application forms in order to sustain the work, impacts on the ability to deliver.

### *Critical success factors*

- Have a business like approach - Consider sustainable business plans through social and business enterprise approaches.
- It is important to move away from reliance on grant funding
- Identify different funding streams and opportunities
- Consider funding opportunities locally and nationally. There is a role for local CVS's to promote this.
- Develop expertise on preparing bids either in house or externally through CVS , local authority development workers or other people appointed for this purpose
- Services will be commissioned based on identified need. It is therefore important to design services that people will pay for.
- Carry out regular reviews of funding.
- Promote the voluntary sector ability to lever in external funding to local authorities and work in partnership to prepare bids.

## 5.2 Partnership Working and Consortium approaches.

### *Issue*

- Some voluntary and community sector organisations do not have enough capacity within their infrastructure to spend time on Partnership Working as they are fully occupied in delivering the service
- Opportunities for Partnership Working by the voluntary sector and community sector and others in the same sector are not used to their potential with a number of organisations competing with each other to provide the same service.
- The voluntary sector are missing opportunities and are inexperienced in Partnership and consortium approaches (each other and local authority).

### ***Critical success factors***

- Promote the voluntary sectors ability to lever in external funding to local authorities as part of the Marketing strategy and work in partnership to prepare bids (Doncaster Story Bus, Bradford RavenCliff Children's Centre - details in effective practise section of the web site)
- Consider putting in a joint business plan for Children Centres in a consortium and partnership approach. (Tinsley Children's Centre and Roundabout Nursery's) Details in effective practice section of the web site.
- Look for unusual partners (e.g. Housing, Hospitals, Police, employers and Retail Businesses for child care development)
- Work in partnership with similar organisations - do not see them as being in competition but identify their strengths and put a joint bid together (Leeds Play Network and PsLA)
- Work in partnership and as a consortium with a cluster of Children Centre's in a locality. There is a lot to be gained from economies of scale
- Work together with other VCS partners to have a strong voice in strategic development and in the full planning and commissioning cycle which includes - need assessment, gap analysis and market development as required by the Child Care Bill.

### **5.3 Staff Training**

#### ***Issues***

- The cost of staff training particularly with regard to having to pay for staff cover.
- The skills of staff particularly as their may be retention and recruitment issues. As a general point the pay scale in the voluntary and community sector may be lower than the local authority.

#### ***Critical Success factors***

- Identify training opportunities - a number of these opportunities will be available through the Child Care Bill (Workforce Development Council and the Transformation Fund)
- Local authorities have also been charged to develop and deliver training on integrated working to staff working within Children's Centres. This includes "common core" of knowledge – a basic requirement for all staff working with children.
- All staff working with children will also receive training on the Common Assessment Framework currently being piloted.
- Commissioners are likely to be looking for a skill base when tendering for services. Conduct a skills audit of your staff team in preparation for this.
- Conduct a training needs analysis of your staff and link it into a staff development appraisal process

- Identify different ways off developing staff other than direct training e.g., shadowing, exchanges, lunch time development sessions
- Use staff within the organisation to develop others via mentoring etc
- Develop and share expertise of staff across the region by developing a training consortium.

## 5.4 Quality Assurance

### *Issues*

- A number of voluntary sector organisations do not have quality assurance systems in place – neither are they working towards this.
- The cost of going through quality assurance - in terms of purchase of pack, time and staff costs may be an issue.

### *Critical success factor*

- A number of quality assurance programmes are currently available and have been developed by various organisations.
- Carry out customer satisfaction surveys to make sure your service meets the needs of the community.
- Set up systems for regular monitoring and evaluation and act on the findings ( a plan - do - review model of service development)

## 5.5 Marketing

### *Issues*

- Concern by some in the sector that they may lose control and be subsumed by a bigger authority. This impacts on their ability to work in partnership and develop a positive relationship with the local authority.
- Lack of knowledge by local authority commissioners of some of the added value of the voluntary sector.
- The sector is disparate and does not have a strong voice.
- Perception by local authorities is that the voluntary sector is inherently unstable.
- The statutory sector may feel "safer" and are more in control if they provide the services themselves.

### *Critical Success factors*

Develop a **marketing strategy** that takes into account the following:

## **Individual providers**

- Conduct a self assessment to identify what your core business is and what you are good at. Identify and promote your unique selling point.
- Be positive about what you can offer and be prepared to promote your services.
- Keep your ear close to the ground (attend Partnerships meetings both locally and borough wide if you can)
- Know your audience.
- Have confidence in the service you provide
- Consider re-branding if needed.

## **Regional (NCVSCO)**

- Promote the voluntary sector ability to lever in additional funding.
- Use the strong voice of the voluntary and community sector working together to market the potential of the voluntary and community sector.
- Promote the voluntary sectors ability to be flexible and develop services dependant on need (most organisations do not have a large hierarchical structure)
- The voluntary and community sector has great diversity of provision, particularly with regard to its range, scope and reach into communities.
- The voluntary community sector is better at engaging with the community who may be worried about the involvement of statutory organisations e.g. social services.
- A number of voluntary and community sector organisations have local people on Partnership Boards or management committees. This results in the community feeling part of the development. This is promoted in Children Centre development which states that Children Centres should be "community led and professionally managed."
- Learn from sharing good practice

## **CHAPTER 6 - MAXIMISE EFFICIENCY, OPPORTUNITY, AND CONTINUITY IN THE REGION.**

This was identified through individual interviews and consultation with participants at the seminar on May the 15<sup>th</sup>.

### **6.1 At an individual organisation level.**

The following steps need to be taken by individual organisations to prepare themselves for the Children Services agenda which is likely to be implemented in most district's from April 2007.

The following questions need to be considered:

#### ***Self assessment***

- Are you fit for purpose?
- Are you in tune with the Change for Children agenda and what is required with regard to service delivery?
- Do you know what/where you want to be?
- Are your services as good as you think they are?

#### ***Marketing***

- Do you know who you are and what you have to offer?

#### ***Get involved***

- Do you know what's going on in your district?
- If so what are you going to do about it?
- If not how can you find out?

#### ***Governance***

- Are your governing body in tune with the new agenda?
- Do any amendments need to be made to your terms of reference or constitution to enable you to be responsive to local need?

#### ***Workforce development***

- Will you have access to the right training for your organisation's staff?
- What is your local authority doing about it's own workforce development strategy and how do you fit into it?

## ***Performance Management***

- Do you understand and can you demonstrate outcomes for children?
- Can you demonstrate quality?
- Do you have the right technology and enough staff time to provide the monitoring information which will be required by local authorities?

### **6.2 At a district level**

- Develop a positive working relationship with the local authority
- Work together with the local Council for Voluntary Service (CVS) and make sure they have taken the children services agenda on board. Consultation has highlighted that local authorities are looking to their CVS organisations to provide arms length management and local infrastructure support that enables partnership and consortium approaches by its members. They have tremendous potential to be brokers and encourage partnership and consortium working.
- Make sure that the needs of children and young people are “woven” into the COMPACTS being developed by the CVS in partnership with the local authority.
- Make sure that the representatives from the voluntary and community sector on Children Trusts and other partnerships are well briefed about the agenda and that there are systems in place for them to seek the views of and provide feedback to the membership on a regular basis
- Make sure that the VCS is involved in the full planning and commissioning cycle which includes
  - Needs assessment
  - Gap analysis
  - Development of service specification
  - Identification of performance indicators
- Develop local networks and identify whether there are any opportunities to put in joint bids.
- Identify whether there are any opportunities to pool budgets to provide infrastructure support e.g. payroll, human resources, monitoring, evaluation etc.
- Consider whether it is feasible to share skills and training by developing a training consortium which includes opportunities for shadowing, mentoring, exchanges etc.
- Consider the development of a funding forum to provide information and advice on funding opportunities. It may be appropriate to pool budgets or identify external funding to appoint a person to help write bids.
- Identify organisations personnel who can provide legal advice
- Share good practise

### **6.3 At a regional level**

- Develop and deliver training across the region in response to needs identified by individual organisations.
- Take advantage of the national infrastructure and guidance from the DfES and the Government office for Yorkshire and Humber which is championing the Voluntary and Community sector to develop a strong voice.
- Use the voice of the Regional forum and Regional NCVCCO to promote the agenda
- Use the national and regional voices of the large voluntary sector organisations to lobby and promote the views of the whole sector.

## **7. OPPORTUNITIES FOR INFORMATION SHARING AND MUTUAL SUPPORT**

There are a number of existing forums and organisations which provide opportunities for information sharing and mutual support. These are at a district, regional and national level.

This is a sample of some of the organisations. This list will be further developed.

### **Local**

Local networks and partnerships  
Children centre partnership boards

### **District**

CVS (Council for Voluntary service) funded by local authorities to provide infrastructure support  
VYON (Voluntary Youth Organisation network) for providers of services to older children  
Children's Trust arrangements  
O-19 Partnerships  
Local Public Service Boards for Children and Young People

### **Regional**

NCVCCO - (National Council for Voluntary Child Care Organisations.)  
Regional Forum for Yorkshire and Humberside.  
Government Office –Yorkshire and Humberside  
Regional Assembly  
Yorkshire Forward

### **Sub – Regional**

WYLDA (West Yorkshire Local Development Agency)  
NYFVO (North Yorkshire Forum for Voluntary Organisations)

### **National**

NCVCCO (National Council for Voluntary Youth Organisations)  
NCVYS (National Council for Voluntary Youth Services)  
NYA (National Youth Agency)  
PLA (Pre School Learning Alliance)  
Day Care Trust  
NCMA (National Childminding Association)  
NDNA (National Day Nursery Association)  
4 Children

## **8. NEXT STEPS FOR THE PROJECT**

This report sets out the first stage of the project .The information gathered will be developed by a smaller project team.

The priorities for the project team will be to:

- Continue to update the database and share information via website and regional network
- Continue to identify relevant support and development needs for the voluntary and community sector
- Strengthen the voluntary and community sector network through NCVCCO Regional Group
- Support the involvement of the sector in Children Centre, Children Trust and Extended school developments in the region
- Share good practise and collaborate with voluntary and community sector partners E.G.VYON
- Work with voluntary and community sector partners regarding future opportunities.

Resh Spafford

21st June 2006