

Every Child Matters: Change for Children

Working with voluntary and
community organisations to
deliver change for children
and young people

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Young People and Families

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Foreword



This Government is committed to improving outcomes for children and young people through the Children Act 2004 and the linked Every Child

Matters: Change for Children programme. We know that to do this we must engage all those who have an impact on their lives. And we believe that voluntary and community organisations have a crucial role to play.

This is not just about a vague sense that the voluntary and community sectors are a 'Good Thing'. Voluntary and community organisations are not only major providers of services to children, young people and families, they have significant expertise to offer in developing strategy and planning these services.

Often, this is expertise that has been developed over a considerable period of time – the voluntary and community sectors are the birthplace of much

provision that is now considered mainstream.

They also bring particular strengths to their work. With strong community roots, they are able to reach the most vulnerable or marginalised children, young people and families. They give those who use their services a voice and enable them to shape the services they receive. Local community members' involvement, through volunteering, in developing and delivering services, contributes to civil renewal.

Many voluntary and community organisations are skilled and experienced in preventative work. Their independence means that they are able to be flexible and responsive to need, filling gaps in provision or finding innovative ways of delivering services. And, while independent, voluntary and community organisations tend to be well-practised in multi-agency working, often across a range of professional settings.

The main aim of the reforms which underpin our programme Every Child

Matters: Change for Children is to improve child outcomes by reconfiguring services around the needs of the child and shifting to preventative services whilst strengthening the protection of children at risk. A strong, vibrant and diverse voluntary and community sector will be a key aspect of this.

I know that some voluntary and community organisations are concerned about how they will be able to play a part in the new environment. In particular, they are concerned about how they will be able to contribute as strategic, as well as delivery, partners. This strategy sends a clear message about the importance the Government attaches to the role of the voluntary and community sectors in all aspects of delivering a step change in outcomes for children, young people and families.


For their part, voluntary and community organisations need to ensure that they are accountable to the full range of their stakeholders and that their processes are transparent and in line with good practice. They need to demonstrate that they are committed to delivering high quality services, and to reaching those children, young people and families that are hardest to reach.

I have listened to what voluntary and community sector partners and others have said about their concerns. The Department for Education and Skills will take practical steps to help make things work better, in line with the Compact on relations between Government and the voluntary and community sectors. One way we will do this is by making our grant funding for work with children, young people and families simpler, doing away with unnecessary bureaucracy. We also want to focus our national funding on issues of national rather than local relevance and importance.

For local partners, the guidance that follows up the Children Act 2004 will set out our expectation that voluntary and community organisations should be involved in all aspects of the drive to improve outcomes. Assessment measures will check how effectively this is happening on the ground.

Clearly, a one-size-fits all approach will not work. It is not for Government to decide alone the appropriate role for the voluntary and community sectors, what the particular needs of voluntary and community organisations are, or how they are best met. Nor is it for us to decide exactly how they should be involved in cooperation arrangements at local level. But I strongly believe that we have a mutual interest in

creating an environment where voluntary and community organisations can join us in achieving our vision. Publishing and implementing this strategy is an important part of that process. I look forward to taking it forward with everyone who plans, commissions and delivers services for children, young people and families.

A handwritten signature in black ink that reads "Margaret Hodge". The signature is written in a cursive style with a large initial 'M'.

Margaret Hodge, Minister for Children,
Young People and Families

Introduction

1. The Government's vision is of an environment where voluntary and community organisations¹, central government, Government Offices for the Regions, local authorities and other public and private sector partners are enabled to work together, from their different perspectives, to make the lives of children and young people better.

2. In the Green Paper *Every child matters* and in the follow-up document, *Every child matters: next steps*, we set out many of the actions we will take to achieve our vision of every child and young person having the opportunity to fulfil their potential, with none falling through the net.

3. The Department for Education and Skills Five Year Strategy, published in July 2004, placed integration and personalisation at the heart of services for children and learners. Now, Royal Assent for the Children Act 2004 provides the backbone

for a programme of reform that will achieve a step change in services for children, young people and families.

More detail is given in *Every Child Matters: Change for Children*, published in December 2004.

4. This publication sets out how we will work towards ensuring that voluntary and community organisations can be part of the vision set out in *Every child matters* and the long-term process of transformation that will lead to its achievement. It is intended for voluntary and community organisations and for local authorities and other public sector partners at regional and local level.

5. The strategy's key aims are to promote and enable effective voluntary and community sector engagement. The first section looks at what we will do to strengthen the Department for Education and Skills' national relationship with

¹ We have chosen not to define tightly the voluntary and community sectors. We are using the phrase to mean more than general charities or the voluntary sector, to include organisations reflecting the characteristics of social enterprise, but to be narrower in scope than non-profit, the third sector or social economy. We recognise that much of the Department for Education and Skills' direct relationship is with voluntary organisations, rather than community groups, but our aim is to create a framework that will facilitate the engagement of both the voluntary and community sectors.

voluntary organisations that work with children, young people and families. The second explains what the Government is doing, through the Every Child Matters: Change for Children programme, to support effective engagement with voluntary and community organisations at local level.

6. Annex A sets out actions that the Department for Education and Skills will lead on. Local authorities and voluntary and community sector partners will want to consider what actions they should be taking in the light of the strategy. Government Offices will have an increased strategic importance in the future in helping the Department for Education and Skills to secure the vision set out in its Five Year Strategy, and will also have a significant contribution to make.

7. In taking these actions forward, the Department for Education and Skills will work according to the Compact on relations between Government and the voluntary and community sectors in England. We expect that local partners will work according to Local Compacts as most local authorities will have these in place by April 2005. This includes safeguarding the independence of voluntary and community organisations, and their role as a voice for children, young people and families. *Meeting the Challenge*, published

in May 2004, set out the Department's overarching strategy for increasing the role of the voluntary and community sectors in public service delivery, and increasing voluntary activity more generally.

8. We know that delivering change for children and young people is about much more than new laws, structures, systems or processes. It means cultural change. All organisations committed to improving outcomes for children and young people need to examine how they work and, most importantly, how they work together. This strategy signposts the guidance and information that will be essential for local partners in doing this.

9. We do understand that there will be no universally applicable solutions: local areas are different; the voluntary and community sectors are complex and diverse. They span large national voluntary organisations and small community groups run by a few volunteers. Some voluntary and community organisations have a faith base; others are rooted in interest groups or particular cultures.

10. We also know that the holistic nature of the work of many voluntary and community organisations means that they operate in a complex environment, engaging with a wide range of Government initiatives. That is why,

although this strategy is focused on how we will work with voluntary and community organisations in improving outcomes for children and young people, it promotes activity that we believe will help put voluntary and community organisations in a strong position to contribute across the Government's wider agenda.

11. Publication of this strategy is a starting point. Although the document sets out some key strategic actions we are already working on, many of the areas it covers are still evolving. The Department for Education and Skills will continue to work with voluntary and community sector partners in taking them forward. So the Youth Green Paper and the Government's response to the work of the Russell Commission and the Tomlinson proposals for 14–19 reform will take all our thinking and our policies forward.

12. In short, we want this to be the beginning of a process that strengthens understanding and cooperation between national, regional and local partners from government and the voluntary and community sectors, now and for the future.

Key documents:

- *Compact on Relations between Government and the Voluntary and Community Sector in England* (www.thecompact.org.uk)
- *Every child matters* (www.everychildmatters.gov.uk)
- *Every child matters: next steps* (www.everychildmatters.gov.uk)
- *Meeting the Challenge: a strategy for delivering PSA8* (www.dfes.gov.uk/volunteering)
- *Department for Education and Skills Five Year Strategy for Children and Learners* (www.dfes.gov.uk/publications/fiveyearstrategy/)
- *Final Report of the Working Group on 14–19 reform* ([www.dfes.gov.uk/14–19](http://www.dfes.gov.uk/14-19))
- *The Russell Commission on Youth Action and Engagement – consultation document* (www.russellcommission.org)
- *Children Act 2004* (www.legislation.hmso.gov.uk/acts/acts2004)
- *Every Child Matters: Change for Children* (www.everychildmatters.gov.uk)

Working together at national level

13. This section focuses on what the Department for Education and Skills is doing at national level to strengthen its relationships with the voluntary and community sectors.

14. Responsibility for taking the strategy forward sits with the Children, Young People and Families Directorate at the Department for Education and Skills. However, we intend that the strategy should help to set a framework for activity across the Department for Education and Skills. We will continue to work with stakeholders and other Government Departments to implement the strategy and to share our learning.

WORKING TOGETHER TO DEVELOP POLICY

15. The Department for Education and Skills aims to communicate from the centre clearly and frankly with voluntary and community sector partners about policy developments that are likely to affect them, and to ensure they have the chance to influence thinking. This strategy itself has been developed in discussion with

voluntary and community sector partners and other stakeholders.

16. At national level, involvement in policy development is currently facilitated through the engagement of the voluntary and community sectors in a range of stakeholder groups. These include:

- a Ministerial level Board of Stakeholders;
- a multi-agency group including representatives from local government, health, and the voluntary and community sectors that meets regularly with officials and Ministers;
- a Voluntary and Community Sector Strategic Issues Group;
- focused stakeholder fora for specific initiatives, from Connexions to Sure Start.

17. Our voluntary sector advisers, who work part-time for Government while continuing their main roles in voluntary organisations, contribute directly to specific strands of our work, as well as

providing more general independent advice. The Children and Youth Board provides a route for children and young people's views and interests to feed into Every Child Matters: Change for Children policy development.

18. We recognise that it has not always been easy for voluntary and community organisations to find out about the work and membership of our stakeholder groups. **In order to improve transparency, we will publish information about the work and membership of these groups on the Department for Education and Skills website.**

19. Discussions with our voluntary and community sector partners suggest that it will also be important for voluntary and community organisations to consider how they can work together more effectively, both within and across the children, young people and families sectors, in contributing to policy development. Representative bodies are likely to have an important role to play in this.

20. The Department for Education and Skills will ensure that the strategy is implemented, monitor progress and undertake a review by the end of 2005. Annex A summarises the aims set by this strategy and the actions that the

Department for Education and Skills, and partners, will take to achieve them. **We will continue to involve voluntary and community sector partners in the further development, implementation and monitoring of the strategy.**

21. We know that it is important that those developing policy have a good understanding of how voluntary and community organisations operate. The Department for Education and Skills is committed to increasing staff volunteering and supporting our staff to develop skills that will help them to work more effectively with voluntary and community sector partners.

22. In the area of services for children, young people and families, we have taken the first steps to extend our 'immersion' scheme – where civil servants undertake a short placement with a service delivery organisation – to voluntary and community organisations. We are also looking at how we can develop the use of our secondment programme to enable the Department and staff to benefit from the experience of working in the voluntary and community sectors. **We will explore ways in which we can continue to increase civil servants' understanding of the voluntary and community sectors through direct experience.**

A STRONGER FUNDING RELATIONSHIP

23. As well as funding that is administered via Government Offices and local partnerships, the Children, Young People and Families Directorate at the Department for Education and Skills manages grant programmes worth £40m that flow directly, or via a national fundholding body, to voluntary organisations for work that supports children, young people and families. In 2005-06, these grant programmes will be: Children and Young People's Participation Fund; National Voluntary Youth Organisations Grant Scheme; Parenting Fund; Safeguarding Children and Supporting Families Grants; Strengthening Families Grant; Sure Start Unit Voluntary and Community Sector Grant Scheme.

24. We are reviewing Children, Young People and Families Directorate funding. Our aim is to create greater strategic coherence and reduce unnecessary bureaucracy; we are not looking through this review to reduce the amount of central funding that goes to voluntary and community organisations. More detail about this review is given below and in Annex B.

Greater coherence

25. We have examined the objectives of this central grant-funded activity in the light of the outcomes for children and

young people set out in *Every child matters* so that we can be confident that it contributes to achieving these outcomes. Annex B explains how the Children, Young People and Families Directorate's grant funding contributes, both directly and indirectly, to improving outcomes for children and young people.

26. As well as clearly contributing to the *Every child matters* outcomes, we believe that central grant funding should be focused on areas of activity that it makes sense to fund nationally. We have set these out in Annex B of this document. We want to use central grant funding strategically to help build the capacity of voluntary and community organisations to contribute to improving outcomes for children and young people, including through investment in the sector's infrastructure. We also want to support organisations to try out new ideas or provide specialist services, where there is specific justification for doing so at national level. Most of our central grant funding goes to national voluntary organisations. We believe that these organisations have, and will continue to have, an important role in improving outcomes for children and young people.

27. As part of rationalising our grant programmes we have decided to merge the Family Support Grant and the Marriage

and Relationship Support grants. From 2005 these will form a single programme called the Strengthening Families Grant, that will focus on support for couples, parents and families. A key element of our review is to explore the further integration of grant programmes that contribute to improving outcomes for children, young people and families. **We will publish more detail and consult voluntary and community sector partners regarding integration in spring 2005 with a view to rationalising grant programmes further for the 2006–07 financial year.**

28. The 2002 cross-cutting review on the role of the voluntary and community sectors in service delivery recommended that Government Departments should seek to streamline and simplify funding arrangements. This has been underlined by the recent *Making a Difference* project undertaken by the Cabinet Office with the Department for Education and Skills to identify causes of unnecessary bureaucracy in services for children and young people. This report will be published in January 2005. The Lead Funder Pilots Project, currently underway, aims to simplify contracting and monitoring arrangements between the voluntary and community sector and Government; reduce costs and administration for both parties in the contracting and grant awarding process, as well as to develop more efficient ways of contracting and awarding grants to the

voluntary and community sector.

From April 2005, we will reduce bureaucracy in our central grant funding by ensuring that the current Children, Young People and Families Directorate grant programmes use as many common processes as possible.

More detail about this is given in Annex B.

29. We have also introduced across the Department for Education and Skills a new system for recording financial information that will enable us to monitor grants and contracts that go to voluntary and community organisations. This will help us to manage our funding relationships more effectively.

30. We know that many organisations say that it is difficult to find out information about funding opportunities. In order to make this easier, **our grant programmes for work to support children, young people and families will be advertised on the Government funding portal: www.governmentfunding.gov.uk.**

Key documents:

- *The Role of the Voluntary and Community Sector in Service Delivery – a cross cutting review* (www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_voluntary/ccr_voluntary_report.cfm)
- *Every Child Matters: Change for Children* (www.everychildmatters.gov.uk)

Greater stability

31. We will assist with greater stability and sustainability for voluntary and community organisations by providing longer-term funding arrangements. **We will consult in spring 2005 on how to manage the move from making 'core' funding available through our grant programmes to offering strategic funding, in line with the recommendations of the Compact Code of Good Practice on funding.** Strategic funding is longer-term and more closely tied to outcomes than conventional core funding. It is used to support the core operational activities of an organisation where there is close identity between these and the outcomes sought by the funder. We want organisations to be able to apply for strategic funding for 2006–07.

32. We know that it can be difficult for voluntary organisations to secure funding towards their core administration and management costs. **From April 2005, we will make clear that it is acceptable for applicants to include an appropriate element of their core costs in applications for project funding.**

Key documents:

- *Funding: a Code of Good Practice* (www.thecompact.org.uk)

Building capacity

33. We see building the capacity of voluntary and community organisations as an important role for central government grant funding. Our central grant programmes fund activities that contribute to building the capacity of the voluntary and community sectors, and we intend to play our part in helping to ensure that voluntary and community sector service providers can access good quality infrastructure provision. **In our review of grant funding we will consider how we can most effectively support national infrastructure provision for voluntary and community organisations working with children, young people and families.**

34. In supporting capacity building activity and infrastructure provision, we are committed to acting on the recommendations contained in ChangeUp, the capacity building and infrastructure framework for the voluntary and community sectors, published by the Home Office in June 2004. **The Department for Education and Skills will develop, in spring 2005, an action plan for taking forward the recommendations for Government Departments set out in ChangeUp. We will consult with partners, including those in the voluntary and community sectors, in doing this.**

35. This action plan will also draw on work undertaken for the Department for Education and Skills (to which voluntary and community sector partners contributed) to better understand how the market for services for children, young people and families works. This pointed to lack of capacity and fragile infrastructure as key barriers to the expansion of voluntary and community sector provision. As a next step, following the publication of the scoping report, **we will consult a range of stakeholders in the public, private, voluntary and community sectors to develop a strategy to help develop the market in the provision of children's services in support of better outcomes for all children and young people.**

36. Voluntary and community organisations themselves also have a role to play in building the sectors' capacity. This could include larger organisations working in partnership with, or mentoring, smaller ones to enable them to develop their capacity. It could also mean larger organisations participating in and supporting local representative bodies. We look forward to continuing our dialogue with partners about the most effective ways of facilitating greater collaboration within the voluntary and community sectors.

Key documents:

- *ChangeUp: capacity building and infrastructure framework for the voluntary and community sector* (<http://www.homeoffice.gov.uk/comrace/active/developing/index.html>)
- *Scoping the Market for Children's Services*, a report produced by PricewaterhouseCoopers for the Department for Education and Skills, is available on the DfES website (<http://www.dfes.gov.uk/research>).

Working together at local level

37. This section looks at what the Department for Education and Skills is doing with partners across Government, through the Every Child Matters: Change for Children programme, to facilitate and support the effective engagement of voluntary and community sector partners at local level.

38. Our strategy for promoting effective voluntary and community sector engagement at local level is to:

- set an expectation of the sector's involvement in all aspects of local change, raise awareness of issues and possible solutions, and monitor local authorities' performance on their involvement; and
- enable the increased involvement of voluntary and community organisations by investing, and encouraging others to invest, in capacity building activity and infrastructure provision, and signposting guidance on good funding practices.

39. Local authorities, other public sector agencies and voluntary and community organisations have a great deal of experience of partnership working in support of work with children, young people and families on which they can build in delivering change for children and young people. As we embark on reform, there is much we can learn from the experiences of Children's Fund Partnerships, Connexions Partnerships, Youth Offending Teams, Sure Start local programmes and Early Years Development and Childcare Partnerships.

40. Government Offices for the Regions are well placed to support engagement with voluntary and community organisations and the exchange of learning between local authority areas. Government Offices are responsible for monitoring aspects of local authority performance – including accreditation and performance management of Local Strategic Partnerships – and are taking the lead negotiator role for the new Local Area Agreements. They are the main agents for Government in taking forward policies for

sustainable communities and manage a range of voluntary and community sector programmes, including ChangeUp in the regions. In delivering its Five Year Strategy for Children and Learners, the Department for Education and Skills is looking to develop a stronger and more strategic presence in Government Offices, focused on a set of core functions that are central to the Every Child Matters: Change for Children agenda.

41. We know that the scale of change is challenging, and we are aware that voluntary and community sector partners are concerned about what implications it may have for existing partnership and funding arrangements. This section gives detail about the change we expect to see at local level and the ways in which voluntary and community organisations can be involved. Voluntary and community organisations will want to consider how they can most effectively engage with new arrangements. This will include how they have a voice at local level and how they can support each other to contribute to, and build, the local agenda.

42. The Department for Education and Skills wants to play its part in facilitating change at local level. In order to support voluntary and community organisations to engage with local change, **we will make available £1 million in 2006–07 and £2 million in**

2007–08 as funding to support increased capacity of voluntary and community organisations locally, in particular to participate at strategic level and to engage with commissioning. We will consult with voluntary and community sector partners on the most effective use of this investment in spring 2005.

43. We will also encourage local authorities to think about what they can do to enable voluntary and community organisations at local level to develop and maintain the capacity to engage in new arrangements. **We will make clear in the conditions of children’s services grants that these resources can be used to build activity and infrastructure in the voluntary and community sectors in pursuit of the objectives of the grant.** Local authorities will want to consider the role of existing voluntary and community sector infrastructure and representative bodies, and of Local Strategic Partnerships, Children and Young People’s Strategic Partnerships and other partnerships, in deciding how to make the most effective use of local investment.

44. The Active Community Unit at the Home Office is also providing over £29 million to help modernise voluntary and community sector infrastructure. This includes the creation of regional, sub-regional and local infrastructure

development plans. These plans will be developed in a partnership between voluntary and community organisations, and public sector and other stakeholders. The investment criteria and guidance point to the importance of taking account of emerging children's trusts in developing these plans.

Key documents:

- *ChangeUp: capacity building and infrastructure framework for the voluntary and community sector* (<http://www.homeoffice.gov.uk/comrac/active/developing/index.html>)
- *ChangeUp Investment Criteria and Guidance* (<http://www.homeoffice.gov.uk/comrac/active/developing/changeup.html>)

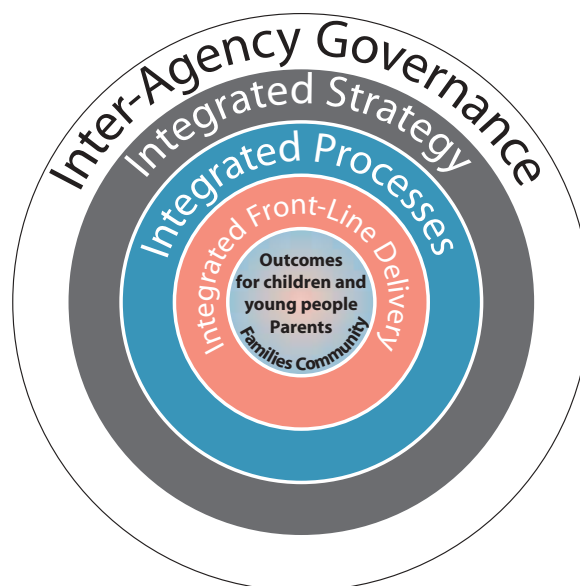
WORKING TOGETHER

45. A key indicator of local change will be the implementation of new arrangements for cooperation between partners, leading to more integrated services for children, young people and families. We will see this happening at local level as children's trusts are created.

46. Children's trusts are a new way of working at local level that puts improved outcomes for all children and young people at the heart of how services are

delivered. They provide the basis for harnessing the contribution of all agencies working with children, young people and families in the planning, commissioning and delivery of services. We expect that most local authorities will have established children's trust arrangements by 2006, and all by 2008. The diagram below sets out the key elements of the children's trust way of working.

How a children's trust works



47. Local authorities will lead in developing children's trusts, reflecting their local leadership role. The shape of change will vary from area to area, since different approaches will be needed to meet local needs. However, we expect local authorities to engage a range of voluntary and community sector partners, reflective of the diversity of the local sectors, in the

different building blocks that make up children's trusts. **More detail on this will be given in the draft statutory guidance on cooperation arrangements, which the Government is consulting on from December 2004.**

48. We also expect local authorities to develop their relationships with their voluntary and community sector partners in the context of Local Compacts and of Government guidance for funders. For their part, voluntary and community sector partners will want to think about how the diversity of the sectors is effectively represented and how those who contribute to and participate in different aspects of children's trusts arrangements can share their participation and relevant information with the wider voluntary and community sectors.

49. Local Compacts aim to strengthen working relationships between voluntary and community sector organisations and a range of local public bodies. These Compacts, along with Codes of Good Practice setting out the detail of particular aspects of the relationship (Funding; Consultation and Policy Appraisal; Black and Minority Ethnic Voluntary and Community Organisations; Volunteering; Community Groups), set out principles and commitments for working together.

Key documents:

- *Compact on Relations between Government and the Voluntary and Community Sector in England and the associated Code of Good Practice on Funding* (www.thecompact.org.uk)

Integrated front-line delivery: delivering services together

50. Paid and volunteer workers in the voluntary and community sectors form a significant part of the children and young people's workforce. Understanding their role and contribution will be crucial to workforce reform. **A national Pay and Workforce Strategy, due to be published early in 2005, will give a clear analysis of what the workforce, including in the voluntary and community sectors, needs to equip it to improve outcomes for children and young people.**

51. As part of this work, a Common Core of Skills and Knowledge has been developed for those working with children, young people and families. This aims to give people a greater understanding, not only of their own roles and responsibilities, but also of how these link with workers in other professional settings. It will be as relevant to those working in the voluntary and community sectors as those working in the public sector. Voluntary sector representatives have made a significant

contribution to the consultation on the Common Core prospectus, which is due to be published in early 2005.

52. The new Children's Workforce Development Council for England (part of the emerging federated Social Care, Children and Young People's Sector Skills Council) is now in shadow form and should become a mature body in spring 2005. Representatives from the voluntary and community sectors sit on its Shadow Board. The Council will strengthen the children and young people's workforce, including in the voluntary and community sectors, by developing a flexible climbing frame of qualifications underpinned by the Common Core. This will help people within the voluntary and community sectors to see the potential for longer-term career development. The Council will work with providers to supply first-class initial and continuing training, with an eye to making learning opportunities more accessible. A key principle of our workforce reform agenda is joint training and learning for individuals working with children and young people, regardless of which agency or organisation they work for.

Key documents:

- *Pay and workforce strategy for the children's workforce – due to be published early in 2005*

- *Prospectus on Common Core – due to be published early in 2005*

53. Securing better outcomes for children and young people will also require innovative thinking about how people are trained, supported, deployed and located. The aim is to move towards service delivery by multi-disciplinary and multi-agency teams that bring together the relevant people in places easily accessible to children, young people and their families.

54. Children's centres aim to deliver a range of services for children from the ante-natal period until they start school. They can be based on a wide range of existing provision such as primary schools, maintained nursery schools, Sure Start local programmes, early excellence centres, neighbourhood nurseries and voluntary, community or private sector provision. Local authorities will want to work with voluntary and community organisations to develop the services offered by children's centres, including integrated childcare, early learning, family support and outreach services.

55. The Government is also committed to the development of extended schools that offer a range of services for children and young people, their families and communities. Schools cannot do this alone,

and will need to involve other partners, including voluntary and community organisations, in developing this wider provision. An Extended Schools Prospectus will be issued early in 2005 that will include a range of leaflets giving practical advice on issues around developing extended schools, including working with voluntary and community sector partners.

Integrated processes

56. The Every Child Matters: Change for Children programme is developing a range of common processes that will make it easier to deliver integrated services for children and young people. These include a Common Assessment Framework and arrangements for sharing information.

57. The Common Assessment Framework will deliver benefits to children, young people and families by reducing the need for multiple assessments. It will enable a holistic assessment to be built up over time and, with consent of the young person or parents, shared between professionals in different services. Because it will be used in different professional settings, it will support multi-agency working and improve the flow of information between agencies. Voluntary and community organisations contributed views to the public consultation on the development of the common assessment framework which ended in November. The framework is due

to be published in March 2005, after further informal consultation.

58. We want all organisations delivering services to children and young people in each local area to have effective arrangements in place for sharing information about those with additional needs. We want all practitioners to be confident in understanding when and why they should share information with others in order to help meet a child or young person's needs. That includes understanding when and how to seek consent, and in what circumstances information may be shared without consent.

59. Information Sharing and Assessment Trailblazers, and other local authority-led partnerships, have produced much valuable work over the past 18 months. This has informed the development of draft statutory guidance on the new duties under sections 10 and 11 of the Children Act 2004, which will be published for consultation in December 2004. It has also informed the development of good practice materials on information sharing available via the Department for Education and Skills website. And it will inform the development by September 2005 of comprehensive usable guidance for practitioners on information sharing with respect to children and young people

covering education, health, social care and youth offending.

60. The Children Act 2004 has also introduced powers to establish national standards for databases, or index systems, to enable better information sharing. The Government plans to announce the timescale for implementation of the index approach in autumn 2005.

61. The use of common processes for assessment and information sharing should help to promote more effective cooperation and integration of services between organisations and across sectors. Apart from where they are carrying out functions on behalf of a local authority, we do not envisage that voluntary and community organisations will be required to adopt these common processes or to supply information for index systems. However, we hope that our voluntary and community sector partners will see benefits to the children and young people they support in being part of these very practical aspects of local cooperation, and that they will work with local authorities and other partners in children's trusts. **The Department for Education and Skills will also work with national children and young people's organisations in the voluntary and community sectors to identify how they can best link in with the index proposals as they are developed.**

62. In *Every Child Matters: Change for Children* the Government set out its expectation that every local authority will establish an online directory of services for children and young people that includes services delivered by voluntary and community organisations. This directory aims to enable more effective referrals by local practitioners and to help children, young people and families to find out more easily about the services that are available to them.

Key documents:

- Information sharing databases in children's services: consultation on recording practitioner details for potentially sensitive services and recording concern about a child or young person – consultation document and questionnaire available from www.dfes.gov.uk/consultations. Closes on 19 January 2005.

Integrated strategy: planning and commissioning together

63. Children's trusts will have responsibility for planning and commissioning services for children, young people and families. Partner agencies will jointly consider how best to focus resources on improving outcomes for children, young people and their families in a local area. A multi-agency delivery approach will be required to meet

some of children and young people's needs, and the children's trust will undertake joint commissioning, with pooled budgets and resources.

64. A key step in planning integrated services is bringing together and benefiting from the perspectives and experiences of a range of organisations. From April 2006, local authorities will be required to publish a three-year Children and Young People's Plan. This plan should cover all the services available to children in the locality and local partners' shared strategy for improving the outcomes delivered by those services.

65. Effective consultation is important in engaging communities in designing and delivering services. Government bodies need to consult the voluntary and community sectors early to enable better planning, commissioning and delivery of services. Voluntary and community organisations need to ensure service users and members are informed and involved. The Compact Code of Good Practice on Consultation and Policy Appraisal sets out how to carry out effective consultation, and Local Compacts should reflect key principles and undertakings. **We will consult on draft Regulations and non-statutory guidance on Children and Young People's plans. These will set out the requirement that, in developing**

their plan, local authorities will consult with key stakeholders including voluntary and community sector partners, with reference to the Compact Code of Good Practice on Consultation and Policy Appraisal.

66. Local authorities will need to review their Children and Young People's Plans annually and will be offered the chance to do so at their annual priorities conversation. These conversations, which focus on agreeing the children's services priorities for that local authority, will start to take place from January 2005. At that point, it will be up to individual authorities if they wish the scope of the conversation to be wider than local authority provided services. **By 2006, however, we will expect local authorities to engage key local partners, such as those in the voluntary and community sectors in, at a minimum, the identification of priorities for the conversations.**

67. Commissioners in the children's trust environment will be expected to apply best value principles in deciding how, and by whom, services are to be delivered, and to ensure that there is a level playing field for potential providers, whether in-house, voluntary, community or private sector. We know that voluntary and community organisations may be prevented from getting more involved in delivering public

services because they do not have the skills, knowledge, structures or resources, including staff capacity, to realise their full potential². As part of their market shaping and development strategy, those involved in children's trusts will need to consider what capacity development activity is needed to grow the pool of local providers.

68. We know that there is concern about how commissioning arrangements at local level will take into account the nature and capacity of the voluntary and community sectors, and about how risk is shared between commissioners and providers. For some voluntary and community organisations, commissioning presents a new challenge. We recognise that fully effective planning and commissioning will take time, as partners in the public and voluntary and community sectors build their skills and capacity in this area.

69. We will produce guidance on commissioning in relation to the voluntary and community sectors, and involve voluntary and community sector partners, with other stakeholders, in its development. The guidance will address issues we know to be of concern to voluntary and community organisations; it will, for example, encourage local authorities to think about how they can

move towards offering full cost recovery when funding voluntary and community organisations. It will take into account existing Government procurement guidance and good practice.

70. For their part, voluntary and community organisations will want to think about how they can contribute to the planning and commissioning process. They will need to consider how they can contribute to local analysis of performance against outcomes and to the identification of unmet needs that may affect an area's ability to achieve outcomes. They will want to ensure they can demonstrate the extent to which the services they provide contribute to the Every Child Matters: Change for Children outcomes and to work together, both with each other and with public and private sector partners where appropriate, to deal creatively with the competitive environment of the children and young people's services market.

71. As part of our commitment to devolving decisions about local service development and delivery to local level wherever possible, **the Department for Education and Skills is looking at all its central budgets and reviewing whether these could be migrated to children's trusts.** Any change to how funding is

² *The Role of the Voluntary and Community Sector in Service Delivery – a cross cutting review* (www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_voluntary/ccr_voluntary_report.cfm)

administered brings with it a risk of turbulence and uncertainty. To minimise this, where a decision is taken to devolve funding streams, we will take steps to ensure stability until the new arrangements are fully in place. For example, in the case of the Children's Fund, we are looking very carefully at how successful partnership approaches to delivering preventative services can be transferred to children's trusts. The three-year plans being produced by Children's Fund Partnerships for 2005-2008 will include steps to ensure this happens.

Key documents:

- *Draft Regulations and non-statutory guidance relating to Children and Young People's Plans will be published for consultation from November 2004-February 2005*
- *Compact Code of Good Practice on Consultation and Policy Appraisal* (www.thecompact.org.uk)
- *Think Smart, Think Voluntary Sector: good practice guidance on procurement of services from the voluntary and community sector* (www.homeoffice.gov.uk/comrace/active/funding/index.html)
- *Guidance to Funders: improving funding relationships for voluntary and community organisations – a response*

to recommendations 19 and 21 of the cross cutting review (www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_guidance.cfm)

Inter-agency governance

72. The Children Act 2004 places a duty on each local authority with children's services responsibilities in England to make arrangements to promote cooperation to improve the well-being of children in the locality. We expect local authorities to involve voluntary and community organisations at all levels in local cooperation arrangements, and will make this clear in statutory guidance. Each local authority with responsibility for children's services is required to appoint a Director of Children's Services and designate a Lead Member for Children's Services under the Act. The Director and Lead Member will play key roles professionally and politically, respectively, in leading these arrangements locally.

73. The issue of how the voluntary and community sectors are represented in local cooperation arrangements is key; no one organisation can be said to represent the voluntary and community sectors, any more than one public agency could represent the public sector. Local Strategic Partnerships already provide an opportunity for key public bodies to work

together and with others, including the voluntary and community sectors, on local issues. The Partnerships are being encouraged to take a leading role in Local Compact development, co-ordinating a strategic streamlined approach to voluntary and community sector engagement. **To support local authorities and their voluntary and community sector partners in developing transparent processes for involving representatives from the sector in children's trusts, we are developing guidance that will be made accessible through www.everychildmatters.gov.uk**

74. Through children's trusts, and working with Local Strategic Partnerships, the voluntary and community sectors will be closely involved in the development of the children and young people block of the new Local Area Agreements that will be piloted in 21 local authority areas from April 2005. Local Area Agreements are an opportunity to improve the responsiveness of national funding streams to local needs, and to deliver national outcomes in a way that reflects local priorities. The children and young people's block will be negotiated through the priorities conversation meeting. Government Offices are overseeing Local Area Agreement negotiations and will ensure the full engagement of partners in the process. More information on Local Area

Agreements can be found at www.odpm.gov.uk/localvision.

Key documents:

- *Draft statutory guidance on inter-agency cooperation to improve the well-being of children: children's trust arrangements, and on the role and responsibilities of the Director of Children's Services and the Lead Member will be published for consultation from late 2004 until early 2005.*
- *Web-based guidance on children's trusts, to be published in early 2005 on www.everychildmatters.gov.uk.*

75. The Children Act 2004 also requires local authorities to establish a Local Safeguarding Children Board to coordinate and ensure the effectiveness of local arrangements and services to safeguard children and young people. These boards replace the non-statutory Area Child Protection Committees.

76. We believe that it is very important that voluntary and community sector partners are involved with the new Local Safeguarding Children Boards. **Draft statutory guidance for the Boards will be published for consultation by autumn 2005. This will suggest ways in which voluntary and community organisations might be involved with the Boards.**

MONITORING PROGRESS – THE IMPROVEMENT CYCLE

77. The Department for Education and Skills, with partners, has developed a children's services improvement cycle that will cover prioritisation, planning, inspection, assessment, and intervention. By 2008, all the parts of the cycle will cover all public services for children and young people delivered in a local area, and will therefore include work undertaken by the voluntary and community sectors.

Inspection

78. The Government is also introducing new arrangements for the inspection of services for children and young people. An overall Framework for inspection of children's services will ensure that all inspections of these services focus on how they improve outcomes for children and young people. **Joint Area Reviews, which will begin in September 2005, and be undertaken by multi-inspectorate teams, will consider all services provided in the area of a local authority and include an evaluation of the quality of cooperative working between local partners, including those from the voluntary and community sectors.**

79. Ofsted, with other inspectorates and commissions, is consulting from December 2004 to February 2005 on arrangements for Joint Area Reviews, the Framework and

inspection standards and criteria. The consultation document will be available from www.ofsted.gov.uk.

Strategic advisers

80. The Department for Education and Skills and the Department of Health have jointly recruited 10 Regional Change Advisers who will be based in the Government Offices and support local areas in planning and implementing new ways of working over the transitional period to 2006. They will work closely with existing Children's Services Improvement (Education) Advisers and the Commission for Social Care Inspection Business Relationship Managers.

81. The Regional Change Advisers' focus will be on supporting local change programmes. This will involve support in establishing children's trusts and in implementing the National Service Framework for Children, Young People and Maternity Services. Their work will help to complement the stronger and more strategic presence the Department for Education and Skills is developing in Government Offices as part of delivering its Five Year Strategy for Children and Learners.

82. In working with local areas, advisers will emphasise that the involvement of the voluntary and community sectors in

improving outcomes for children and young people is crucial. They will monitor local progress and identify issues and examples of good practice in relation to partnership working, and will support children's services authorities to address any areas of weakness. **The Department for Education and Skills, working with partners, will ensure that strategic advisers are well-informed about issues affecting the voluntary and community sectors.**

Key documents:

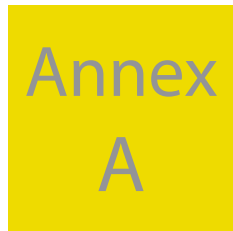
- *National Service Framework for Children, Young People and Maternity Services* (www.dh.gov.uk/PolicyAndGuidance/HealthAndSocialCareTopics/ChildrenServices/ChildrenServicesInformation/ChildrenServicesInformationArticle/fs/en?CONTENT_ID=4089111&chk=U8Ecln)

SHARING THE LEARNING

83. The Department for Education and Skills is keen that all partners engaged in improving outcomes for children and young people should be able to learn from each other's experiences and to access guidance and case studies that will help them to do so. **We will gather examples of ways of working, and share them through the Every Child Matters website:**
www.everychildmatters.gov.uk.

84. The national evaluation of children's trusts will also provide information on how trusts have involved voluntary and community sector partners. The first report is published, and will be followed by reports in April 2005, 2006 and 2007.

Aims and actions



Aim	Action
Working together at national level	
<p>Achieve greater transparency about how voluntary and community organisations contribute to national policy development relating to children, young people and families.</p>	<p>DfES will publish the organisational membership of the Every Child Matters: Change for Children Board of Stakeholders and of children, young people and families, voluntary and community sectors stakeholder groups, on its website.</p> <p>Date: January 2005</p>
<p>Establish clear responsibility for implementation and further development of this strategy.</p>	<p>DfES will ensure that the strategy is implemented, monitor progress and undertake a review by the end of 2005. We will continue to involve voluntary and community sector partners in the further development, implementation and monitoring of the strategy.</p> <p>Date: ongoing</p>
<p>Increase civil servants' understanding of the children, young people and families voluntary and community sectors through direct experience.</p>	<p>DfES will explore ways in which we can develop 'immersion' and secondment opportunities with voluntary and community organisations working with children, young people and families.</p> <p>Date: ongoing</p>

Aim	Action
<p>Ensure all activity grant funded by the Children, Young People and Families Directorate contributes to the Every Child Matters: Change for Children outcomes.</p>	<p>Children, Young People and Families Directorate at DfES has reviewed its grant programme objectives against the Every Child Matters: Change for Children outcomes (see Annex B).</p> <p>Date: completed</p>
<p>Define clearly the sorts of activity the Children, Young People and Families Directorate wishes to support through its national grant funding.</p>	<p>Children, Young People and Families Directorate at DfES has defined the activities it wishes to support through national grant funding (see Annex B).</p> <p>Date: completed</p>
<p>Increase the strategic coherence of Children, Young People and Families Directorate grant funding.</p>	<p>Children, Young People and Families Directorate at DfES will consult on the further integration of its grant programmes.</p> <p>Date: Spring 2005</p>
<p>Reduce bureaucracy and increase administrative coherence of central grant programmes.</p>	<p>Children, Young People and Families Directorate at DfES will introduce common processes for its grant programmes.</p> <p>Date: starting from April 2005</p>
<p>Achieve greater transparency about central grant programmes.</p>	<p>Children, Young People and Families Directorate at DfES will make details of all grant programmes available on government funding portal.</p> <p>Date: December 2004</p>

Aim	Action
<p>Contribute to increasing stability and sustainability in the voluntary and community sectors.</p>	<p>Children, Young People and Families Directorate at DfES will consult on how to manage the move from 'core' to strategic funding arrangements.</p> <p>Date: Spring 2005</p>
<p>Ensure organisations can secure funding towards their core administration and management costs when applying for Children, Young People and Families Directorate grant funding.</p>	<p>Children, Young People and Families Directorate at DfES will make clear that it is acceptable for applicants to include an appropriate element of their core costs in applications for project funding.</p> <p>Date: from April 2005</p>
<p>Contribute to strengthening the voluntary and community sectors' infrastructure and capacity building activity that supports the delivery of services for children, young people and families.</p>	<p>Children, Young People and Families Directorate at DfES will consider in its review of grant funding how it can most effectively support national infrastructure provision for voluntary and community organisations working with children, young people and families.</p> <p>Date: April 2006</p> <p>DfES will develop a Departmental action plan for taking forward the recommendations for Government Departments set out in ChangeUp.</p> <p>Date: early 2005</p>

Aim	Action
Remove any inappropriate or unintended barriers that might prevent new suppliers, including from the voluntary and community sectors, entering the market for the provision of services for children, young people and families, or limit the expansion of existing providers.	DfES will consult stakeholders in the public, private, voluntary and community sectors to develop a strategy to help develop the market in the provision of children's services in support of better outcomes for all children and young people. Date: February 2005
Working together at local level	
Contribute to strengthening local voluntary and community sectors' capacity building activity and infrastructure provision.	Provide £1 million in 2006–07 and £2 million in 2007–08 targeted at facilitating voluntary and community sectors' participation at strategic level, and engagement with commissioning Date: 2006-2008
Encourage local authorities to invest in voluntary and community sectors' capacity building activity and infrastructure provision.	DfES will make clear in the conditions of children's services grants that these resources can be used to build activity and infrastructure in the voluntary and community sectors in pursuit of the objectives of the grant. Date: April 2006
Voluntary and community organisations are effectively engaged in all aspects of children's trusts at local level.	Government will consult on draft statutory guidance on local cooperation arrangements that makes clear its expectation that voluntary and community organisations are effectively engaged in all aspects of children's trusts. Date: December 2004-February 2005

Aim	Action
<p>Support local authorities and their voluntary and community sector partners in developing transparent and effective processes for involving representatives from the sectors in local cooperation arrangements.</p>	<p>In support of statutory guidance, DfES, working with partners, will provide guidance for local partners on developing transparent and effective processes for involving representatives from the voluntary and community sectors in local cooperation arrangements. This will be made available on the Every Child Matters website.</p> <p>Date: Spring 2005</p>
<p>Enable the development of a children and young people's workforce, united by shared skills, knowledge and purpose, that is working across organisational and professional boundaries to improve outcomes for children and young people.</p>	<p>DfES, working with other Government Departments, will produce a national Pay and Workforce Strategy giving a clear analysis of what the children and young people's workforce, including in the voluntary and community sectors, needs to equip it to improve outcomes.</p> <p>Date: early 2005</p>
<p>Ensure voluntary and community sector partners can contribute to the development of proposals for index systems.</p>	<p>DfES has and will continue to work with national children and young people's organisations in the voluntary and community sectors around such areas as the child index proposals as they are being developed.</p> <p>Date: throughout 2005</p>

Aim	Action
<p>Ensure voluntary and community sector partners are engaged in the planning and commissioning of local services for children and young people.</p>	<p>DfES, working with partners, will consult on draft Regulations and non-statutory guidance on Children and Young People's plans. These will set out the requirement that, in developing their plan, local authorities will consult with key stakeholders including voluntary and community sector partners.</p> <p>Date: November 2004-January 2005</p> <p>Government will expect local authorities to engage key local partners, such as those in the voluntary and community sectors in, at a minimum, the identification of priorities for their priorities conversations.</p> <p>Date: by 2006</p> <p>DfES, working with partners, will develop guidance on commissioning in relation to the voluntary and community sectors, and involve voluntary and community sector partners, with other stakeholders, in its development.</p> <p>Date: more detail will be available early in 2005</p>
<p>Devolve decisions about local service development and delivery to local level wherever possible.</p>	<p>DfES will explore whether funding streams focused on delivery of local services for children, young people and families can be migrated to children's trusts, and consult with stakeholders.</p> <p>Date: Spring 2005</p>

Aim	Action
<p>Ensure voluntary and community sector partners are involved in Local Safeguarding Children Boards.</p>	<p>DfES, working with partners, will consult on draft statutory guidance relating to LSCBs. This will suggest ways in which voluntary and community organisations might be involved with the Boards.</p> <p>Date: by autumn 2005</p>
<p>Ensure that the quality of cooperative working between local partners, including those from the voluntary and community sectors, is monitored through inspection processes for children's services.</p>	<p>Ofsted, with other inspectorates and commissions, will consult on arrangements for Joint Area Reviews, the Framework and inspection standards and criteria.</p> <p>Date: December 2004-February 2005</p>
<p>Ensure that the DfES has information on how effectively voluntary and community sector partners are being engaged at local level and shares examples of good practice.</p>	<p>DfES, working with partners, will ensure that strategic advisers are well-informed about voluntary and community sector issues, and collect relevant information.</p> <p>Date: ongoing</p> <p>DfES, working with partners will gather and share examples of ways of working together, using the Every Child Matters website.</p> <p>Date: from December 2004</p>

Review of Children, Young People and Families Directorate central grant programmes

The Children, Young People and Families Directorate (CYPFD) at the Department for Education and Skills administers grant programmes worth £40m in 2004-05 directly, or via a national fundholding body, to voluntary organisations for work that supports children, young people and families. These grant programmes are:

- Children and Young People's Participation Fund
- National Voluntary Youth Organisations Grant Scheme
- Parenting Fund
- Safeguarding Children and Supporting Families Grants (formerly Section 64 grants)
- Strengthening Families Grant (formerly Marriage and Relationship Support Grant and Family Support Grant)
- Sure Start Unit VCS grant scheme

From December 2004, you can find details of these grant programmes on the Government funding portal: www.governmentfunding.org.uk.

We are reviewing these programmes in the context of the drive to deliver improved outcomes for children and young people. Our aim is to create greater strategic and administrative coherence, taking into account the recommendations of the 2002 cross-cutting review of the role of the voluntary and community sectors in service delivery. We want to explore the further integration of grant programmes that contribute to improving outcomes for children, young people and families.

What we want to fund from the centre, and why

All the activity that CYPFD funds contributes to the Every Child Matters: Change for Children outcome areas: staying safe; being healthy; enjoying and achieving; achieving economic well-being; and making a positive contribution. This contribution may be indirect or direct. We recognise that achieving these high level outcomes for some children, particularly those who are vulnerable or otherwise disadvantaged, will be more difficult than for others.

CYPFD funding for **capacity building activity** and **infrastructure provision** contributes indirectly to the achievement of the outcomes by enabling voluntary and community organisations to make a strong contribution to achieving outcomes at local level, whether for all children within a community or for particular groups of children. We aim to help create an environment where voluntary and community organisations that support children, young people and families:

- improve the quality of the services they provide;
- share learning about what works in achieving positive outcomes for children, young people and families;
- work in partnership to contribute to the achievement of outcomes for children, young people and families;
- are aware of public policy and other significant developments affecting the environment in which they deliver services;
- develop greater capacity to engage with policy development and with the strategic planning of public services; and
- can access good quality infrastructure provision.

By funding **innovative work** or **pilot programmes** that aim to have national significance, and **specialist provision** where it is most effectively delivered at national level, we support voluntary organisations to increase our shared knowledge about what works, and to contribute directly to improving outcomes.

Our central grant programmes also support voluntary and community organisations to help parents and carers to provide safe homes and family stability, promote healthy lifestyles, support learning, be economically active and promote pro-social behaviour.

How we want to manage our grant funding

In the past, CYPFD has generally provided two types of funding to voluntary organisations: 'core' funding that has supported central administration and management costs; and project funding for specific, time-limited pieces of work.

In line with the Compact code of good practice on funding, we want to move away from providing 'core' funding, to offering strategic funding to key voluntary and community sector partners. Strategic funding is given to, often well-established, organisations recognised to be of strategic importance, whose continued existence

and activities contribute to improved outcomes.

We will continue to offer project funding. Wherever possible, this will be offered for a minimum of two years. From April 2005, we will make clear that it is acceptable for applicants to include an appropriate element of their core costs in applications for project funding.

We want to reduce the bureaucracy associated with our grant programmes, and to ensure that all our processes are straightforward and proportionate. We will learn from the experiences of colleagues across Government, such as the Lead Funder pilots currently being undertaken by the Department for Work and Pensions.

Early in 2005, we will consult with voluntary and community sector partners about how we might manage the transition to greater integration of grant programmes and longer-term strategic funding arrangements.

We will also consider, and discuss with partners, how we can most effectively support national infrastructure provision for voluntary and community organisations working with children, young people and families. We will take into account the recommendations made in ChangeUp, the capacity building and infrastructure

framework for the voluntary and community sectors produced by the Home Office.

Our review of grant funding takes into account the recommendations made by the cross-cutting review of the role of the voluntary and community sectors in service delivery and subsequent cross-Government funding guidance. This review called, among other things, for Government departments to streamline access to funding and to work towards a more stable funding relationship.

It will also help to address some of the issues raised by voluntary and community organisations in the recent *Making a Difference* project undertaken by the Department for Education and Skills and the Cabinet Office Regulatory Impact Unit to identify causes of unnecessary bureaucracy in services for children and young people. These included reporting requirements varying between funders and disproportionate requests for information.

Key documents:

- *The Role of the Voluntary and Community Sector in Service Delivery – a cross cutting review* (www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_voluntary/ccr_voluntary_report.cfm)

- *Think Smart, Think Voluntary Sector: good practice guidance on procurement of services from the voluntary and community sector*
(www.homeoffice.gov.uk/comrace/active/funding/index.html)
- *Guidance to Funders: improving funding relationships for voluntary and community organisations – a response to recommendations 19 and 21 of the cross cutting review* (www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_guidance.cfm)
- *Funding: a Code of Good Practice*
(www.thecompact.org.uk)
- *ChangeUp: capacity building and infrastructure framework for the voluntary and community sector*
(<http://www.homeoffice.gov.uk/comrace/active/developing/index.html>)

Glossary

Annex C

Best value

Under the Local Government Act 1999, local authorities have a duty to seek to achieve continuous improvement by having regard to the efficiency, effectiveness and economy of their service delivery. This is known as best value and is measured by comparing local authority services and considering: what the service aims to achieve; the cost and efficiency of the service; how well the service is being operated; the quality of the service; and the ease and equality of access to the service.

Capacity building

'... empowering activity that strengthens the ability of voluntary and community organisations to build their structures, systems, people and skills so that they are better able to:

- define and achieve their objectives;
- engage in consultation and planning;

- manage projects; and
- take part in partnerships, social enterprise and service delivery.³

Commissioning

The process designed to promote good outcomes by assessing need, specifying, securing and monitoring services to meet needs, and managing the market in services. This applies to services whether they are provided by a local authority or by the private, voluntary or community sectors.

Full cost recovery

Where payment is made for the total amount of money that it costs a provider to deliver a service, taking account of both direct costs (such as employment of staff, purchase of materials etc.) and a reasonable proportion of the indirect costs of maintaining the provider's essential infrastructure (often referred to as 'core costs').

³ Building Community Strengths, Steven Skinner (1997), used in *ChangeUp: capacity building and infrastructure framework for the voluntary and community sector* (Home Office: 2004)

Infrastructure

The physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, coordinate, represent and promote service delivery organisations, thus enabling them to deliver their missions more effectively.

Local

Used in this document to refer to local authority level.

Local Area Agreements

Local Area Agreements (LAAs) are agreements between central government and local authorities and their partners. They will deliver national outcomes in a way that reflects local priorities. This will give local authorities and their partners, through Local Strategic Partnerships and children's trusts, the freedoms and flexibilities to find local solutions to local problems, using a number of area-based funding streams that can be pooled. LAAs consist of three separately funded and negotiated blocks: children and young people; safer and stronger communities; health and older people.

Local authority

The term is used in this document primarily to refer to local authorities with children's service responsibilities (referred to in legislation and technical documents as Children's Services Authorities). However, the principles of effective working with voluntary and community sector partners apply to all local authorities.

Public services

Used in this document to refer to all services that are funded by government, whether central or local.

Regional

Used in this document to refer to Government Office Regions. See: www.odpm.gov.uk/regions for more details.

Voluntary and community sectors

We have not used a tight definition of the voluntary and community sectors in this document. We intend the phrase to be wider in scope than general charities or the voluntary sector, inclusive of organisations reflecting the characteristics of social enterprise, but narrower in scope than non-profit, the third sector or social economy.

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