



Cabinet
15 April 2019

**Report from the Director
Performance, Policy, and
Partnerships**

**Review of Voluntary & Community Sector Needs: Report
Findings and Recommendations for a new model**

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Three: Appendix 1 CVS Key Performance Table Appendix 2 Equality Analysis Appendix 3 Needs Assessment Report
Background Papers	None
Contact Officer(s): (Name, Title, Contact Details)	Pascoe Sawyers, Head of Strategic Partnerships 0208 937 1045 pascoe.sawyers@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report sets out the findings from phases 1 & 2 of the review of Brent's voluntary & community sector (VCS) needs. Reference is made to the Council's Borough Plan (2019-23) – 'Building a Better Brent', voluntary and community sector research, and the community hubs network development programme. Additionally, this report sets out proposals for a new model for working with and supporting the voluntary and community sector as informed by the review of needs 2018 and the recent budget reductions agreed at Full Council for the 2019/20 and 2020/21 budgets.

2.0 Recommendations for Cabinet

- 2.1 Cabinet to approve the development of a new bespoke voluntary & community sector model as part of the overall strategy of Building a Better Brent
- 2.2 Cabinet to approve conducting an options appraisal to identify the most suitable framework to deliver the VCS model to include:
- 2.2.1 Continue the current arrangement – Further extend the existing conditional grant with CVS Brent or enter into a similar contract with another VCS

- 2.2.2 Commissioned Partnership – Commission a consortium of organisations – similar to the Brent Advice Partnership (BAP) arrangement
 - 2.2.3 Cooperative model – Increased collaboration between the council and the VCS including greater involvement of the VCS in strategic decision making and commissioning
 - 2.2.4 Community Interest Company (CIC) - Establish a CIC to provide infrastructure support and deliver the VSIF and quality assurance programme
- 2.3 Cabinet to approve an extension of up to one-year year to the Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant to CVS Brent in the sum of £120K (pro-rata) for up to 12 months from 22 April 2019-31 March 2020 to provide services during the options appraisal and the transfer of responsibility to the new framework

3.0 Background

- 3.1 Brent's voluntary & community sector offers a comprehensive range of services and activities that both contribute significantly to the wellbeing of Brent's residents, and complement local statutory services. The Council acknowledges the pivotal role played by the voluntary & community sector and recognises the significant challenges currently confronting these organisations.
- 3.2 A review of voluntary & community sector needs was conducted to guide the Council's approach in utilising its resources to strengthen VCOs capacity and resilience. This report sets out the main findings from phases 1 & 2 of the review.

4.0 Context and Current Position

- 4.1 The impact of government austerity measures is well documented. Welfare reform, reduced budgets, changing demographics and a growing demand for statutory services have resulted the Council acknowledging that it needed to,

*'...find ways of working that improve best value by making services seamless, reducing duplication, commissioning services that improve value for money and meet residents' needs, and providing a genuine focus on the needs of local people.'*¹

A different approach is needed to meet growing demand for council services whilst managing pressure on budgets. Increasing employment opportunities for local residents and raising income to support core services such as youth services, advice, older and vulnerable residents are also vital.

- 4.2 To achieve these changes, the Council has taken a transformational approach that is set out within the Borough Plan (2019-23) 'Building a Better Brent'. The transformation of community-led services is currently being put into effect through varying work streams, including Outcome Based Review (OBR) outcomes; the development and expansion of community hubs; stronger communities' strategy and community engagement.

¹LB Brent Borough Plan 2019-23 'Building a Better Brent'

The Building a Better Brent vision for 2023 is to make Brent a borough of culture, empathy and shared prosperity. In order to achieve this, we are concentrating on 5 strategic themes:

- Every opportunity to success
- A future built for everyone, an economy fit for all
- A cleaner, more considerate Brent
- A borough where we can all feel safe, secure, happy and healthy
- Strong foundations

- 4.3 To help achieve its aims, the Council has made a clear reference to an enhanced role for all partners who are able to provide Best Value services; this includes the voluntary & community sector. The Council recognises its role in supporting the voluntary sector, however traditional ways of support are no longer easy to deliver. The Council's budgets are reducing and its ability to give grants to the voluntary sector are reducing too. The Council does however support the voluntary sector in many ways, for example, the Council's volunteering scheme permits each employee three days paid to volunteer with a Brent voluntary or community group. Table 1 below sets out the broad range of funding the Council's commissions with the voluntary sector annually.
- 4.4 CVS Brent currently deliver Brent's infrastructure provision which includes: training, governance advice, funding and governance support and assistance, this is enhanced by the Council's in-house infrastructure advice and assistance service. There are also various funding streams available to the voluntary & community sector covering: voluntary & community sector infrastructure support and capacity building; core and project costs associated with key services and activities that meet specific council strategic objectives; borough-wide legal and welfare benefits advice services; health-based projects; and smaller scale community activities. Grant awards are administered in line with the criteria set against each funding stream and Brent's constitution.
- 4.5 The current Brent CVS infrastructure provision has been in place since 2016 and has been supported by an infrastructure grant of £160K per annum. However, over the last 18 months the organisation has undergone a number of changes in personnel, with the ex- chief executive and other key staff delivering the Brent service leaving the organisation. This has had an impact on service delivery with two of the key indicators performing below target (see Appendix 1). In addition, as part of the Council's 2019/20 and 2010/21 budget proposals, Full Council agreed to reduce the infrastructure grant over the period by £80K. The table below refers.
- 4.6 In line with the reduction in the infrastructure grant it is proposed that Cabinet approve an extension of up to one year to Brent CVS, this will provide stability to the infrastructure support for the voluntary sector whilst options are considered to deliver infrastructure services in line with the reduced grant. The budget for 2019/20 will be £120K and officers will agree a set of outcomes and targets in line with the grant conditions, placing particular emphasis on supporting smaller organisations.
- 4.7 The table below outlines the current and future grant provision and savings 2019-2021 as agreed by Full Council when agreeing the Council's 2-year budget for 2019 to 2021 on the 25th February 2019.

Voluntary and Community Sector Funding 2018-2021			
Grant Programme	Budget 2018/19	Budget 2019/20	Budget 20/21
Voluntary Sector Initiative Fund Local Grant Programme	£232k	£232k	£232k
Love Where You Live	£50k	£50k	£50k
Brent Advice Fund	£242k	£120k	£120k
Voluntary Sector Initiative Fund – Infrastructure Support for Voluntary Sector (currently delivered by CVS Brent)	£160k	£120k	£80k
Voluntary Sector Initiative Fund- Advice and Guidance Contracts (delivered by CAB and subcontractors)	£544K	£513K	£485K
Edward Harvist Trust Fund- Funded by Harrow Council on behalf of Edward Harvist Trust	Approx. £80k (Contributions are 28% of the income from the Trust)	Approx. £80k (Contributions are 28% of the income from the Trust)	Approx. £80k (Contributions are 28% of the income from Trust)
Total	£1.309M	£1.115M	£1.049M

- 4.8 VCS organisations have access to bid for CIL funding and also deliver a number of the Council's commissioned services, detailed in the table below.

Other Voluntary and Community Sector Funding (Annual)	
Programme	Funding
60 voluntary sector projects	£2.7M (CIL)
Service Contracts (e.g. Single homelessness, children's centres, carers support, healthwatch, PowHer etc.)	£2.4M (Barnados) Management of Brent Children's Centres £900k – (Crisis, Thames Reach & Ashford Place) Single Homeless Prevention Service £474k (Elders Voice) delivery of Older persons floating support and handy persons' service £270k – (London Councils) providing support services across London including domestic abuse and homelessness £200k – (DVIP) – Offender Management Programme £195k – (St.Giles Trust) - Offender Management Programme £160k – Air Network) – Offender Management Programme £160k - (Barnados) Management of the Freeman Family Centre £150k – Healthwatch local consumer champion on health & social care services £145k - (Barnados) Provides crèche services £142k – CAB – provides information, advice and guidance to families based in Children's Centres £90k – (Change, Growth, Live)- providing support to exiting sex worker programme £75k - (EACH) Alcohol and substance misuse, advice, guidance and counselling support service for families known to the young offenders' service

	<p>£70k – PowHer – provides support to make a complaint about your NHS care or treatment</p> <p>£54k (DVIP) – Design and implementation of a children's play therapy service</p> <p>£20k – (Potential Mentoring) Mentoring support for vulnerable children and young people</p> <p>£20k (D'OR) Counselling support service</p> <p>£15k (Brent Carers Centre) – Young carers support service</p> <p>£10k (Father Figure) – Providing support to fathers</p> <p>£5k (Family Friends) – Befriending service for families</p>
Total	£8.25M

5.0 Consultation

5.1 The review's consultation process included input from: 372 voluntary and community sector organisations: charities, residents' associations, community organisations and individuals. It was delivered in two phases, Phase 1 – identified the needs of the sector and Phase 2 – consulted on a future model based on the outcomes of Phase 1. Consultation methodology comprised: surveys, telephone interviews and community based workshops.

6.0 Review Findings

6.1 Voluntary and Community Sector: Benefits, challenges and aspirations

6.2 Benefits

The voluntary & community sector offer provides significant benefits to local communities whilst complementing the Council's strategic priorities. The VCOs:

- Encourage civic duty (harnessing volunteers equivalent to £20ph), tackle inequality and promote community cohesion;
- Alleviate demand upon all public services by addressing residents issues at the point of contact and obtaining additional resources to do so;
- Are independent and can therefore respond swiftly and rapidly to changing environments cutting through bureaucratic process;
- Can draw upon external resources that are otherwise unavailable to private and statutory organisations, and in some cases are grant givers;
- Deliver ethical services built upon trust in communities and beneficiaries (particularly where residents face complexities in accessing services);
- Provide in-depth local knowledge, strong community links, reach, and expertise that enables VCOs to better understand challenges at micro and macro level;
- Are well positioned to adapt quickly to change and develop innovative, tailored and preventative responses;
- Fill gaps where cuts to statutory services have impacted (e.g. food-banks, outreach, community events, etc.);
- Could become Brent's official corporate social responsibility offer and work with the council to facilitate its own staff team's involvement in community volunteering

6.3 Challenges

The sector is undergoing a number of external challenges, which is providing a number of new opportunities to collaborate, adapt and change, build resilience and sustainability to mitigate the impact. The main challenges identified within Phase 1 of the review were:

- A lack of long term funding (directly impacting upon resource leverage, longer-term planning and organisation development);
- Rapidly growing demands for services delivered in many cases without full cost recovery (approximately 20% rise in demand in 2017/18);
- Impact of austerity and continuous change to central and local government policy (welfare reform, universal credit and significant cuts to non-statutory services such as youth provision);
- A lack of strong collaboration and partnership working with the Council and between the VCOs themselves
- Difficulty in obtaining an overview of duplicate services being delivered for example: local advice, ESOL, benefits, youth provision, (plus the impact of GDPR on data-sharing protocols).
- Stronger voluntary & community sector leadership, strategic direction and vision within Brent
- Focused, localised and more specialist organisational and development capacity building and support (pro-bono, mentoring, back office services)

6.4 Aspirations

The VCOs are keen to work more productively and in a joint capacity with Council teams and departments. The review found that VCOs welcomed:

- Partnerships and collaboration with the council's wider departments;
- The BPET's support in publicising the VCOs knowledge and capacity amongst council departments to encourage more integrated working;
- Working with the council to better utilise the VCOs non-profit status to lever in wider charitable funds;
- A partnership based upon trust, transparency and commonality which VCOs deemed as crucial particularly where resources are limited. This would assist the VCOs in better collaboration and communication and alleviating difficulties sometimes experienced in partnerships that are 'cobbled together';
- Maintaining a strong and independent sector voice;
- Clarity as to which organisations should play a lead role in the following capacity building areas:
 - Leadership / Governance and Innovation
 - Bespoke, localised and focused capacity building
 - Thematic / issues-based policy and research
 - Advance specialist advice (e.g. HR, legal, finance, etc.)
 - Voluntary & community sector policy and strategy
 - Networking and promotion
 - Enabling 21st century working (shared assets, satellite services and hot desking)
 - Monitoring / evaluation guidance
 - Resource development

It was also noted that although there are communication tensions that exist between the VCOs and the Council, the VCOs welcomed the more recent changes made by some

areas within the council. *(The council's BPET, employment and drug and alcohol teams were flagged as examples of listening and good practice in joint working)*

7.0 Future Funding Arrangements

- 7.1 The Council administers various grants that fund the voluntary & community sector initiatives comprising: The Voluntary Sector Initiative Fund, Edward Harvist, Love Where You Live and the Brent Advice Fund). A number of services are contracted to voluntary sector organisation including: Information, advice and guidance, Social Isolation in Brent Initiative (SIBI), the Accident Prevention Handyperson service for the elderly and the Single Housing Pathway provision to support single young people.
- 7.2 The Council provides the following support and assistance to the VCS to access funding:
- Funding training and workshops
 - Open4Communities, a free online grant-finder, free to all Brent residents and organisations
 - SpaceHive – a free crowdfunding online tool, (match-funding available)
 - Borough of Culture grant funding with support and assistance for applicants
 - Community Infrastructure Levy (CIL) funding to support local capital and community projects
 - Funder fairs – to provide grant information and meet funders

8.0 Quality Assurance

- 8.1 The review identified a need for a more equitable and accessible process that enables VCOs to grow their capacity, access grant funds within and beyond Brent Council, and meet growing demands on their services. The new model should allow any Brent VCO to register for the Quality Standard and by meeting the criteria that indicates its capacity to deliver activities, manage public funds (where awarded), partner with other VCOs and identify the level of capacity building it might require.
- 8.2 The new (draft) 'Level 1, Level 2, and Level 3' quality standards are recommended. This will achieve the following outcomes:
- Provide a consistent criterion that gives an indication of the capacity of VCOs
 - Determines how and/or what support a VCO may need to meet the standard;
 - Identifies where capacity building may be required enabling more targeted and focused infrastructure support;
 - Provides equity in grant allocations enabling wider access for smaller organisations
 - Determines whether some VCOs are able to access and deliver wider council contracts;
 - Reduces administration costs associated with obtaining the standard as it builds upon governance and structures that many VCOs would already have in place
 - Builds upon information that VCOs should already have available as part of their governance and delivery structures – reducing administrative requirements for the Quality Standard.
 - Provides a good indication of the quality of service provided by the VCOs and ability to manage resources; and work in partnerships;

8.3 The wider consultation feedback supported the quality standard as a good way to help build a partnership approach, but with the following caveats:

- Should not be used as a barrier to VCOs setting up partnerships
- Should not be used to bar VCOs from applying for grants;
- More detail is needed for VCOs to understand the standard beforehand

8.4 The new standard supports stronger partnerships and targets capacity building rather than creating barriers for VCOs: Implementing the new standard as part of the model is aimed at achieving the following:

- Serves as a search facility for all VCOs and the Council to quickly locate other potential delivery partners that are already quality checked to a specific standard. *(This was an aspiration of the VCOs to help give some certainties when identifying new voluntary & community sector partners, and when creating and testing new partnerships);*
- Enables VCOs to identify and obtain appropriate support/capacity building required to move between the standards;
- Allows those that meet the standard to publicly state that they have achieved a required Quality Standard *(this provides certainty to other funders who consider VCOs that partner with larger public bodies as an indication of quality assurance. It further addresses the VCOs need to use grants as a lever for additional external resources).*
- Enables the Council to ascertain the capacity of VCOs and use this to formulate ways of widening access to local services; and

Subject to the Mayor's approval, organisations could be recommended to the Mayor's choices for the Mayor's charity.

8.5 The quality standard will therefore contribute towards: creating stronger partnerships; degrees of certainty to VCOs that meet the standard; ascertaining and identifying VCOs capacity and development needs; creating fairer and wider access to grant funds; opening new opportunities for the Council to explore wider services in different localities; and benefitting from public recognition as a named VCOs on the partnership framework

9.0 Future VCS Infrastructure Support and assistance Requirements

9.1 To deliver the new model, a future infrastructure support and assistance programme will be based on the needs of the sector identified in the review and will include;

- 1) A decentralised, locality-based bespoke service supporting the needs of local organisations and based in the hubs and other venues as required
- 2) To work closely in partnership with the Council and the Partnership and Engagement team to deliver infrastructure support and assistance
- 3) To build a good and knowledgeable relationship with the sector, developing networks and partnerships with and for the sector
- 4) Provide a service tailored to the requirements of the different levels / Tiers of VCS organisations
- 5) To design and deliver training tailored to the needs of the sector
- 6) To support and advise organisations to income generate individually and in partnership/consortia focusing on external funding

- 7) To support the delivery of the quality assurance model, build capacity, business planning and good governance
- 8) To coordinate and deliver regular 'good practice' and strategic forums

10.0 The Way Forward

10.1 The approach set out below offers a model that will build upon the VCOs strengths and aspirations, address its challenges, provides a partnership approach to working with the Council and therefore builds more robustness into the voluntary and community sector. The model aims to:

- Develop a long term, sustainable partnership between the council and voluntary & community sector;
- Strengthen voluntary & community sector infrastructure support and provide capacity building to up-skill the sector
- Widen access to services required by Brent's residents; and ultimately obtain better services for Brent's residents that can be accessed locally via community hubs and other venues
- Align objectives as VCS organisations are in many cases the residents' first point of contact especially as both the sector and the Council are trying to achieve the same goal - which is good services for Brent's residents.

Enable robust communication – this approach is evident from the work of this review, as part of the Community Hubs approach, and through Brent Connects.

10.2 The proposal consulted on with the VSOs during the review recommends a bespoke model created specifically for Brent. It would address the aspirations, needs and challenges expressed by the voluntary & community sector by drawing upon industry research and good practice by:

- Building up the resilience of voluntary sector organisations
- Providing bespoke, localised infrastructure support and assistance
- Actively including partner organisations, community groups and individuals
- Developing a Quality Assurance framework guided by a Level 1, Level 2, Level 3 quality standard

10.3 This report sets out a recommended approach to strengthening Brent's voluntary & community sector. It will deliver a bespoke model that aims to build sustainability and resilience into Brent's VCOs and develop a stronger and more robust working partnership between the sector and the council. It is therefore recommended that an options appraisal is conducted to identify the most suitable and viable model and bring back the recommendations in Autumn 2019 in order that they can be implemented in line with the 2020 financial year.

10.4 Options to Deliver the Model

- Continue the current arrangements – Further extend the existing conditional grant with CVS Brent or enter into a similar contract with another VCS and support the VCS through the VSIF.

- Commissioned Partnership – Commission a consortium of organisations – similar to the Brent Advice Partnership (BAP) arrangement to deliver infrastructure services and a grant programme
- Cooperative model – Increased collaboration between the Council and the VCS including greater involvement of the VCS in strategic decision making and commissioning, Infrastructure services, VSIF and quality assurance programme.
- Community Interest Company (CIC) – Establish a CIC to provide infrastructure support and deliver the VSIF and quality assurance programme. CIC's are limited companies set up to provide community benefits. A CIC has been considered as a potential model for the Community Hub network and provides independent governance whilst retaining the Council's coordination and support role.

10.5 During this period extend the existing CVS Brent's conditional grant for up to 12 Months to deliver the infrastructure support and assistance programme based on future grant funding of £120k in 2019/20.

11.0 Equality Implications

11.1 A Pre-Equality Analysis was conducted (Appendix 2) and assessed the benefits as positive across all categories. The proposed new model will enable the Council to provide a more enhanced and sustainable support to the community and Voluntary Sector across all areas of infrastructure support and assistance. Providing the sector with the governance support and tools to respond more strategically to the changing needs of local communities and foster community cohesion.

11.2 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation

11.3 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not

11.4 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Council, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

11.5 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance

also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<http://www.equalityhumanrights.com/legal-and-policy/legislation/equality-act-2010/equality-act-guidance-codes-practice-and-technical-guidance#cop>

11.6 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- The essential guide to the public sector equality duty
- Meeting the equality duty in policy and decision-making
- Engagement and the equality duty
- Equality objectives and the equality duty
- Equality information and the equality duty

11.7 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<http://www.equalityhumanrights.com/private-and-public-sector-guidance/public-sector-providers/public-sector-equality-duty/guidance>

11.8 A grant condition requirement will be that all staff funded through the grant are paid at least the London Living Wage will help the Council to meet its duties under the Equality and Social Value legislation

12.0 Legal Implications

12.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.

12.2 The giving of grants to voluntary organisations is a discretionary power which must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations. The Council's discretion must not be fettered by previous commitments they may have given and it should make its decision in the light of present circumstances.

12.3 Cabinet authority is required for the award of the proposed grant given its value. Further Cabinet must approve the grant criteria to be used to select the organisation to receive the grant. The recommendations however seek delegated authority to the Director of Performance, Policy and Partnerships to approve grant criteria.

12.4 Under section 3(1) of the Local Government Act 1999, Brent Council, as a "best value authority" is under general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Under the duty of best

value, the Council should consider overall value, including environmental and social value, when reviewing service provision

12.5 Before deciding how to fulfil their best value duty, local authorities are required to consult a wide range of local persons, including voluntary and community sector organisations and businesses as set out in section 3(2) of the Local Government Act 1999.

12.6 In March 2015, the Government circulated revised Best Value Statutory Guidance. According to that Guidance, local authorities should be sensitive to the benefits and needs of voluntary and community sector organisations and should seek to avoid passing on disproportionate cuts. The Guidance also advises that where appropriate, local authorities should make provision for an affected organisation or wider community to put forward options on how to reshape the service or project and local authorities should assist this by making available all appropriate information. The full guidance is available here:

<https://www.gov.uk/government/publications/revised-best-value-statutory-guidance>

12.7 Paragraph 12.8 indicates a wish to ensure that staff working in the CVS infrastructure support and assistance service are paid at least the London Living Wage. As it is proposed to fund the service by way of a conditional grant, it is possible to include a condition in the grant requiring the provider pay all staff more than the London Living Wage.

13.0 Financial Implications

13.1 The Voluntary Sector Initiative Fund budget has been agreed for 2019/20 and the budget for infrastructure assistance is £120,000. The conditional grant awarded will be met from the VSIF agreed at Cabinet on 11 February and full Council on 25 February 2019. This option presents no risk for the council in fulfilling the grant funding commitments.

13.2 To cover the period of the 1 April to 22 April 2019, the Director of Performance, Policy & Partnership will approve a small grant of £5000 to CVS Brent to deliver a reduced infrastructure assistance service to the VCS. This amount will be deducted from the VSIF grant of £120k if approved by Cabinet on 15 April 2019.

13.3 The grant will include the provision that all posts funded through the grant will need to be paid at least the London Living Wage.

14.0 Consultation with Ward Members and Stakeholders

14.1 Extensive consultation was conducted throughout the review process and the Lead Member for the Community and Voluntary sector, Councillor Krupesh Hirani has been consulted throughout the process.

Report sign off:

PETER GADSDON

Director of Performance, Policy and
Partnerships