AGENDA MANAGEMENT SHEET

Name of Committee	**The Cabinet**
Date of Committee	**4 May 2006**
Report Title	**Working with the Voluntary and Community Sector**
Summary	This report introduces a Strategy for Working with the Voluntary and Community Sector in the period from 2006 to 2111 and summarises the development and consultation process followed in producing the Strategy.
For further information please contact:	John Lyons Community Development Coordinator Tel: 01926 746824 johnlyons@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	Review of Working Relationships with the VCS – July 2004 The Warwickshire Compact - November 2005 Summary of consultation responses - February 2006

CONSULTATION ALREADY UNDERTAKEN:-   Details to be specified

Other Committees	☒	Adult and Community Services OSC – 16 February 2005
Local Member(s)	☐	
Other Elected Members	☒	
Cabinet Members	☒	Cllr Hayfield, Cllr Saint and Cllr Stevens – comments requested
Chief Executive	☐	
Legal	☒	David Carter – Strategic Director
Finance	☐	

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Other Strategic Directors	☒	Graeme Betts Dave Clarke
District Councils	☒	Letters to Chief Executives
Health Authority	☐	
Police	☐	
Other Bodies/Individuals	☒	Consultation with Voluntary and Community Sector

FINAL DECISION   YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	
To Council	☐	
To Cabinet	☐	
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

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The Cabinet - 4 May 2006.

Working with the Voluntary and Community Sector

Recommendation

That Cabinet approve the Voluntary and Community Sector Strategy 2006-2111 for implementation

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1. Background

1.1   A review of the Council's relationship with the voluntary and community sector (VCS) was undertaken in 2004. A report setting out the scope of the sector, the basis of our relationship with it and a set of detailed recommendations for improvement, was approved by Cabinet in October 2004 following reference to Overview & Scrutiny and Area Committees.

1.2   Cabinet asked that a Strategy be produced to implement the review, including further work on the detailed actions needed to change existing arrangements and to promote and market our relationship more effectively. Cabinet also asked that the Strategy should be developed in parallel with the Social Services Department's audit of adult community and voluntary sector service provision, as it was clear that the development of good practice in contracting with the VCS needed to be driven through Social Services, which was the largest contracting department with the sector.

1.3   In order to do this, I established a short term Implementation Group, chaired by myself, and comprising representatives from the VCS and officers from Council Departments. The terms of reference of the group were to produce the Strategy, to include the following components:

❑ A framework to ensure that all work with the VCS is developed within a corporate approach
❑ This framework to guide the Councils' one-to one relationship with the VCS, but n the context of our Partnership working through the Warwickshire Compact and Local Strategic Partnerships
❑ An action plan to implement the detailed recommendations contained within the 2004 report and to consider the relevant forums, meetings, events and other communication channels needed to support the relationship
❑ A clear and robust performance management framework to support the relationship

1.4   The process of bringing together VCS representatives and council officers through the Implementation Group (and its sub groups) proved to be extremely effective and enabled us to engage with the sector in a way that has not been possible before. The Group completed its work in June 2005 and produced a revised set of recommendations, which had the full support of the VCS representatives.

1.5   I reported progress to the Cabinet in August 2005, when you agreed the Implementation Group's recommendations as the basis for wider consultation within the VCS and with our other partners, and the production of a strategy.

2. Outcome of Consultation

2.1   A draft strategy was produced for consultation, which took place between November and January. Under the requirements of the Warwickshire Compact, a consultation period of 12 weeks is the norm. This included a launch at the annual meeting of organisations within the Warwickshire Compact and it was then circulated to these organisations and more widely within the voluntary and community sector, including a series of forums organised by the local Council for Voluntary Service in each area.

2.2   There was widespread support for the development of the Strategy and for the range of actions suggested. The general response from the community was that the draft strategy needed only minor changes and the key messages were that in developing the action plan we needed to bear in mind the following:

   ❑   Whilst a clearer framework for contracting was welcomed by VCS organisations we should ensure that this does not result in added bureaucracy or red tape and that we do not drive out partnership working

   ❑   There was a very strong concern that the Council could see the achievement of Best Value as being only to achieve efficiencies and economies and this could increasingly result in contracts being awarded to larger (often external) organisations to the detriment of smaller local providers - ultimately this would reduce community activity

   ❑   There was evidence of widespread access through e-mail/websites across the sector and this provided a real opportunity to achieve much more effective and timely communication, rather than hard copy newsletters

   ❑   The strategy focuses mainly on organisation and groups – we should be more proactive in promoting volunteering.

2.3   Only one response was received from District/Borough Councils. Warwick District Council indicated they wanted to be fully involved in the review. Subsequent discussions with officers from the other Districts indicated that they were all looking at similar issues and would wish to be involved with us

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2.4   The consultation responses were considered by the Adult and Community Services OSC on 16 February. They were supportive of the draft Strategy and made a number of points, including:

❑   Whether VCS organisations were underselling themselves when contacting with the Council and cutting costs in order to compete with bigger providers
❑   Whether we have the staffing capacity to do all this work
❑   That members' roles on management committees should be reviewed as soon as possible and clarified in time for inclusion with the approval of this strategy by Cabinet.

2.5   On the last point a review of members' roles is included within the action plan and I feel it would slow down the implementation process if this report was to be delayed until this work is done. I will ensure it is prioritised for early completion.

3. Conclusion

3.1   The strategy has now been re-drafted in the light of the various comments received and this is now attached for approval by Cabinet. At this final stage I would like to make the following points:

❑   The development of Local Area Agreements has become a key driver for this work during the past year, as emphasised at the recent Partnership Summit and the Strategy has been tuned to reflect this.

❑   I have convened the standing joint officer/VCS group to manage the implementation of the Strategy (point 1 on the action plan) and I will chair this group to ensure that it has the necessary status and access to resources.

❑   A number of sub-groups will be convened to progress the actions under four main headings – Contracting, Infrastructure, Governance and Communications. The sub-groups' first tasks will be to allocate specific responsibilities and agree a timetable

❑   Links will continue to be made with the Adult and Community Services Directorate's review of adult social services provision.

DAVID CARTER
Strategic Director
Performance and Development
April 2006

Warwickshire
County Council

Cabinet Version

Voluntary and Community Sector Strategy 2006 - 2011

1. Introduction

1.1 A review of the way in which the County Council and the Voluntary and Community Sector (VCS) work together was undertaken during 2004 and 2005. This Strategy has been developed from the recommendations made in the review and subsequent consultation, and will determine how we will work together more effectively with the VCS over the next five years.

1.2 The VCS is important to the County Council. It is a major partner of the Council in promoting active communities and in service provision. We spend nearly £40 million a year with voluntary and independent organisations, inclusive of specific grants received from Government. Social care contracts with independent providers are by far the biggest area of spending, but all service directorates have significant dealings with the sector.

1.3 The County Council is in the process of developing a Local Area Agreement (LAA) with central government, for implementation from April 2007. The Council is also engaged in a process of modernising its organisational structure and ways of working in order to be able to improve its performance. Amongst other things, we need to give added focus to partnership working, customer service and community engagement.

1.4 As one of the Council's major partners, the VCS will have an important role to play in helping us to implement the LAA and improve the ways in which we work, based on the principles and arrangements set out in this Strategy and the Warwickshire Compact. It is acknowledged that the Strategy and its action plan will need to reviewed during its lifetime in line with the changing circumstances.

2. The Warwickshire Compact

2.1   The County Council supports the Warwickshire Compact as a framework for guiding relationships between public agencies and VCS organisations in Warwickshire. This Strategy is in line with Compact principles and is, in effect, how the Council intends to implement the provisions of the Compact. To reinforce this link a copy of the summary version of the Warwickshire Compact is included as part of the Strategy, at Appendix 1.

3. The Scope of the Sector

3.1   The VCS comprises around half a million voluntary groups in the UK with an annual income of over £20 billion. It includes organisations that provide services to people who need help, advice or care, as well as those that people join to take part in sport and leisure, or political, religious and social affiliation. VCS organisations range from small local community groups to large national and international voluntary organisations, with all sizes in between.

3.2   Public donations and Government funding are the main sources of income. Government provides around 37%, with local authorities contributing about a third of this. The sector is dominated in funding terms by the big national charities, which account for 60% of total income.

3.3   There is no simple definition of what distinguishes a community group from a voluntary organisation, but community groups tend to be less formal and member led, whereas voluntary organisations tend to employ staff and be more formally constituted.

3.4   There are around 4,000 VCS organisations in Warwickshire, including sporting and social organisations, cubs and brownies, village hall committees, youth groups, social care providers and support groups and early years providers etc. Of these, there are about 2,500 organisations affiliated to Councils for Voluntary Service, 1,250 registered charities and 500 faith-based groups. There are also around 200 town and parish councils, and whilst these are not normally defined as VCS organisations, they are often the focus for local community activity, particularly in the rural areas.

4. The Basis of the Strategy

4.1   The Strategy focuses on those VCS organisations that operate on a "not for profit" basis in support of the social, economic, environmental well-being of the community and or wish to work in partnership with the Council in support of our Corporate Business Plan, the Strategic Plan for Warwickshire and local Community Strategies. In particular the VCS works with the Council in helping us

- ❑ Exercise corporate governance
- ❑ Provide council services
- ❑ Achieve our overarching corporate objectives

4.2   Under the Local Area Agreement, this partnership working will become increasingly focused on pooling resources to achieve improved outcomes under the five blocks of work making up the LAA. These relate to:

- ❑ Children, young people and their families
- ❑ Safer and Stronger communities
- ❑ Healthier communities and older people
- ❑ Economic development and enterprise
- ❑ The environment

In additional to these specific blocks of work, the Council is committed to upholding the following guiding aims. These are to:

- ❑ Ensure improvement for all, but with fastest improvement for the most deprived
- ❑ Provide equality of opportunity for all
- ❑ Be a customer focused organisation
- ❑ Take account of the needs of future generations in our planning

The VCS is an important partner in helping us to achieve these outcomes and guiding aims and is an important contributor to all of them.

5. Principles underpinning the Strategy

5.1   The Strategy is focused on the circumstances in which the responsibilities of the Council to provide services and promote the well-being of the community, come together with the independent aims of VCS organisations. This is based on a number of principles:

The Council accepts that -

- ❑ In it's dealing with the VCS, it needs to operate in a more consistent and corporate way than in the past and act as one Council, rather than a collection of directorates.
- ❑ It cannot and should not attempt to meet all the needs of communities itself, through the direct provision of public services.
- ❑ It should support the development of active communities with the capacity to do things for themselves, with appropriate help.
- ❑ This help includes the need to support and sustain the infrastructure of the VCS
- ❑ The VCS needs to be independent and driven by its own aims and objectives.
- ❑ It needs to work in partnership with other public agencies and VCS organisations, both thorough Local Strategic Partnerships, other formal partnerships, and at more informal levels.
- ❑ It should fulfil its obligations under the Warwickshire Compact - the Strategy clarifies these obligations.

Mirroring the above, the VCS asserts that:

- ❑ It has the capacity and experience to deliver services more effectively, flexibility and innovatively than the Council, in some circumstances

- It has a tradition of helping the most disadvantaged or hardest to reach in society,
- It does not exist to fill gaps in public services.
- It must retain its independence and be free to criticise the Council where appropriate, without fear of losing its funding
- Has its own resources that it can bring to the table and add value to public services, but should not be expected to use its resources to subsidise public spending
- Is the organised community - its eyes, ears and voice. It has a legitimate role in representing the community in Community Planning and Local Strategic Partnerships.

6. How We Will Work with the VCS

The following are the main areas of activity between the Council and the VCS. In relation to these we will adopt more detailed principles.

- Contracting for Service delivery
- Supporting the VCS Infrastructure
- Developing effective communications and consultation
- Working together to ensure good governance

6.1   Contracting for Service delivery

- We will adopt a procurement protocol to determine how to involve the VCS in contracting for service delivery.

- We acknowledge that the choice of provider might be influenced by a range of factors such as, the supply market, locality, specialist skills, size of the contract, and relationship with existing providers etc. Also, we have to comply with EU regulations.

- We accept that the VCS cannot be treated as a special case in the market, but we acknowledge the contribution/added value it provides and try to utilise this in the context of our competition rules.

- We acknowledge that the Council needs to manage the market to achieve both short-term and long-term objectives. In doing so we are mindful that there is a risk in tendering that, if applied bluntly, it might drive out partnership.

- We need to have a view about whether the excessive use of large outside providers, with the capacity to tender competitively (and undercut or bear loss-leaders on the local price) puts at risk the capacity and activity of local communities.

- We will develop processes spanning all departments that ensure we use the VCS in a consistent and positive way and to monitor the level of business placed with the sector.

- We will consider ways of supporting the VCS to enable it to compete, both within the sector itself and with the private sector. "Meet the buyer events" and training are two of the ways we can help.

- We will develop standardised corporate documentation for tendering and for contracts, service level agreements (proportionate to value) and processes for paying for services

- We accept that the VCS should have the right to charge full cost recovery of overheads when contracting for services and we will seek to achieve an appropriate formula for assessing these.

- We accept the need for medium term, as opposed to short-term (one year) contracts, with three to five year agreements as the norm and appropriate review processes

- We accept that risks needs to be shared appropriately and effective review arrangements need to be in place to ensure that services can be fine-tuned and service failures avoided

- We acknowledge the difficulties faced by the VCS in maintaining capacity when much of their funding relates to fixed terms. The Council is unlikely to be able to pick up the costs at the end of such funding. Potential problems should be considered at the outset, so that agreed exit strategies can be developed at the start and thereby reduce the incidence of recrimination at the end

- Any support other than direct funding (e.g. accommodation and back-office services) should normally be justified as part of a grant or contract and charged at normal rates, although there may be some scope for providing facilities without charge when these are freely available

6.2 Supporting the Infrastructure

- We will establish a joint officer/VCS forum to guide work on developing procurement and contracting practice and to be the focal point for links with the various community forums (children, adult, BME etc) and with LSPs and the Warwickshire Strategic Partnership.

- We recognise the special role that some VCS organisations have as strategic partners and community representatives, which suggests a more permanent funding arrangement than might be possible through tendering. However there is general consensus that the concept of permanent core funding and the shape of the infrastructure needs to be reviewed over time in line with ChangeUp principles, We will work jointly with the VCS in doing this.

- We feel that responsibility for providing core funding should rest with the most appropriate Council directorate.

- We recognise that District/Borough Councils are also significant core funders of the VCS infrastructure and that we need to work closely with

them and the other public sector partners that use infrastructure services if we are to review the arrangements effectively.

6.3 Developing effective Communications and Consultation

❑ We recognise the need to work closely with VCS infrastructure organisations, as representatives of the VCS in helping us to develop our working relationships, but we also need to communicate more widely with the sector as a whole in developing a better understanding of what we can do to support the community and how it can help us. There are a number of ways in which we can do this.

❑ Through the joint from referred to in 6.2 above, we will monitor this strategy and make specific links with a number of community forums, covering areas such as disability, BME issues, the needs of younger and older people etc

❑ We will develop the Council's website by bringing together community information more effectively and making links with key VCS websites

❑ We will develop the County Council's community information database held by the Library service, with a view to making it a comprehensive database, with the capacity to become the sole database for information on Warwickshire communities

❑ We will develop our consultation processes with the VCS to ensure a more consistent approach

❑ We will review our publications to ensure more effective communication and consultation and provide opportunities for the VCS to use them to promote its services

6.4 Working together to ensure good governance

❑ We will review our support of volunteering. Active communities require large numbers of volunteers. This applies to the running of clubs and community organisations and the activities and services they provide and to provision of public services through the willingness of people to become school governors, foster parents or magistrates – and to stand for election as councillors.

❑ We will develop an Employee Volunteering Policy for the Council as part of our approach to ensuring a good work/life balance for our staff and promoting active communities

❑ As part of this we will consider the scope for extending placements and secondments etc with the VCS, as a two-way process.

❑ We will improve the consistency and coherence in the way in which we operate and support partnership working, ensuring we make best use of resources by partners.

❑ We will review the way in which we make one-off grants available to support community activity and ensure that these are coordinated effectively through area committees

❑ We will review the basis on which elected Members should be appointed to outside bodies and the process for reporting their work to Council, to clarify the expectations of all involved

❑ We will consult with the VCS as a matter of routine during service reviews, the development of all area based strategies, and the local impact of county strategies.

7. Action Plan

7.1   A number of the above principles and recommendations for action have already been agreed and can be implemented quickly and easily. Other actions will require further discussion or consultation and may require specific agreements or protocols to be produced. The actions proposed are set out in the Action Plan attached as Appendix 2 to this Strategy.

8. Managing the Strategy

8.1   The Performance and Development Directorate (reporting to the Strategic Directors' Management Team) will coordinate the implementation of this Strategy and the Council's overall activity and performance management in relation to working with the VCS.

8.2   The joint officer/VCS forum referred to in section 6.1 will be chaired by the Strategic Director for Performance and Development and this will bring together officers from all the Council's directorates, the borough/district councils and the VCS to progress the Action Plan. The forum will establish four sub-groups to drive the main areas of activity identified in section 6 and these will identify lead responsibilities and set completion dates for each action.

8.3   Progress on the Action Plan will be reported to the relevant Overview and Scrutiny Committees and there will be an annual progress report to Cabinet. Regular liaison will be maintained with the appropriate Cabinet members.

David Carter
Strategic Director – Policy and Development
April 2006

Voluntary and Community Sector Strategy 2006 - 2011 – Action Plan

	Action	Outputs	Lead Responsibility	Date by
1	To establish a joint standing- group of Council officers and VCS representatives to manage the Strategy	To monitor progress on implementing all aspects of the Strategy and to generally act as a forum for considering matters relating to the council and the VCS	John Lyons	Imme diate
2	To develop the Council's Procurement Strategy to include a protocol for commissioning services with the VCS	To have a consistent approach corporately and throughout all council Departments	Contracting Sub-group	TBA
3	To process-map the existing procurement flow-chart as the basic framework for deciding how to involve the VCS in contracting.	To have a consistent approach corporately and throughout all council Departments	Contracting Sub-group	TBA
4	To develop a key performance indicator to track performance on level of business placed with the VCS	To be able to measure increase/decrease in level of business	Contracting Sub-group	TBA
5	To establish customer liaison arrangements with VCS	To develop a VCS customer liaison function (e.g. to set up meet the buyer, training and procurement support) including consideration of a new support post	Contracting Sub-group	TBA
6	To develop standard (and simplified) corporate documents and protocols for tendering and contracting with the VCS	To produce contracts with agreed standard terms, to include duration, payment terms, risk sharing, review and exit arrangements	Contracting Sub-group	TBA
7	To develop a consistent practice in relation to the calculation and charging of overheads	To produce a protocol to clarify for the circumstances in which full cost recovery of overheads should be made and how they are calculated	Contracting Sub-group	TBA
8	To investigate the possibility of adding VCS organisations onto main WCC contracts for utilities and other services	To support the capacity of the community by enabling VCS organizations to take advantage of discounts and council support services etc., where possible	Contracting Sub-group	TBA
9	To review practice and produce a new protocol on core funding, in line with ChangeUp	To establish a basis for fair allocation and levels of funding related to specified outcomes, with a view to moving to full cost recovery, to involve all funders to ensure the overall level of support meet community needs	Infrastructure Sub-Group	TBA
10	To review the shape of the VCS infrastructure to take account of strategic coordination in line with ChangeUp	To review the role of organisations forming the infrastructure and the potential for rationalisation and or devolvement	Infrastructure Sub-Group	TBA
11	To review the Council's arrangements for applying annual targets on grants to VCS core funded organisations	To clarify the Council's intentions with regard to whether efficiency targets are to be applied to VCS grants and if so whether Departments should be treated consistently to encourage the appropriate location of such grants	Infrastructure Sub-Group	TBA
12	To develop links between the JSG (1 above) and the various other	To propose how the overall corporate relationship might be	Governance Sub-Group	TBA

	community forums (BME, POP, YPF etc) and partnerships (LSPs)	linked into the various other circumstances in which the Council, the VCS and other public sector partners inter-relate		
13	To enhance the role of Area Committees as the focal point for allocating small grants	To consider the practicality of all small grants, corporate and departmental, being rationalised, for allocation by Area Committees, on the advice of the proposed community workers group (see action 22)	Governance Sub-Group	TBA
14	To ensure coherence between the Area Committee review of grant allocation and the work following on from the Strategic Review of Services for Young People regarding the grant making and other roles of the ACECs	Enhanced coherence of area grant making activities	Governance Sub-Group	TBA
15	To consider ways in which the Area Committees, through existing ACEC members and others, might develop 'Community Panels' to give advice on grant allocation and other aspects of their work	Enhanced community involvement in decision making regarding area based grants More informed decision making	Governance Sub-Group	TBA
16	To develop a procedure to guide the letting or selling of Council accommodation to VCS organisations.	To clarify the circumstances in which the council might make property available to VCS groups, the terms under which it should be let and the relationship to grants and service contracts, based on Best Value	David Halsall (Completed subject to consultation)	Done
17	To develop a protocol for establishing more effective links between the VCS and Area committees	To improve the current ad-hoc relationships by agreeing amore formal involvement of the VCS in developing the Area Business Plan, Local Area Agreements, community plans and by presentations to the committees from time to time on their work	Governance Sub-Group	TBA
	Ditto	To request Area committees to consider using VCS facilities for their meetings to make them more visible in the community and to promote community involvement	Governance Sub-Group	TBA
18	To make better use of community facilities	For both WCC and VCS to publicise the availability of meeting rooms and other facilities(to be let under normal arrangements)	Governance Sub-Group	TBA
19	To assist capacity building in the VCS by the development of protocol for the involvement of VCS representatives in Council training programmes and in reciprocal arrangements with the VCS	To include consideration of advertising courses on offer, making a number of places available to the VCS, involving it in the planning and design of course and joint development/mentoring activities	Governance Sub-Group	TBA
20	To review the Council's support for volunteering	To consider the role of Volunteer Centres within the VCS and the way in which the Council supports these and more generally promotes	Governance sub-group	TBA

		volunteering as a lifetime activity for all		
21	To develop an Employee Volunteering Policy for the County Council as part of the Work-Life Balance strategy, to provide opportunities to support the capacity of the VCS and to widen the experience of staff.	To consider arrangements for time off for staff willing to provide volunteer support to the VCS. Departments to consider how they will promote volunteering, including whether they will appoint departmental champions	Governance sub-group	TBA
	Ditto	To consider how to extend placements, secondments, joint projects and mentoring etc between the sectors	Governance sub-group	TBA
	Ditto	To consider continuous service entitlements for people transferring between the County Council and the VCS	Governance sub-group	TBA
22	To improve community development standards and the way resources are allocated between the County Council and the VCS to support community work	To formalise the establishment of local "community workers" groups in all five areas, with agree terms of reference to include responsibility for considering local funding applications for recommendation to Area Committees	Governance sub-group	TBA
	Ditto	To develop common community development standards	Governance sub-group	TBA
	Ditto	To develop a protocol to encourage joint discussion on the development of new posts and external funding bids to avoid duplication, encourage efficiency and avoid problems due to external grants expiring	Governance sub-group	TBA
	Ditto	The VCS to consider proposals to extend take up of approved quality marks and for this to result in protocol for the quality assurance of organisations eligible for Council funding	Governance sub-group	TBA
23	To review the basis on which Members (and staff) should be appointed to outside bodies, including VCS organisations	To clarify the circumstances in which the Council should nominate an elected member or officer to serve on an outside body.	Governance sub-group	TBA
	Ditto	To clarify the expectations of the Council in respect of the elected member or officer's role in relation to the Council's interests and charity law	Governance sub-group	TBA
24	To revise the Communities page on the WCC website to make it more effective as a source of information on WCC activity in relation to the VCS and activity within the VCS as a whole	To bring together all community related information on the website, to consider scope for adding additional information and make links to key VCS websites	Communication Sub-Group	TBA
25	To improve the promotion of WCC website Communities page	To create a leaflet and press release detailing the services that can be accessed from the webpage once the improvements have been undertaken.	Communication Sub-Group	TBA

26	To develop the Community Information database (CID) held by Libraries service with a view to it becoming the definitive database of VCS organisations in Warwickshire	To produce a promotion plan to increase the use of the CID to inform groups of the process and benefits of registration and to encourage existing registered groups to add information to their entry.	Communication Sub-Group	TBA
	Ditto	To encourage groups to take up services on offer such as free webpage hosting service	Communication Sub-Group	TBA
	Ditto	To explore the relationship between CID and other local and general databases and specialist databases such as "Up2date" for young people in Coventry and Warwicks.	Communication Sub-Group	TBA
27	To consider the possibility of using CID to provide a 'who to consult' list for public sector consultation with the VCS	To ask groups to register on CID the circumstances in which they would like to be consulted – either in all cases or in respect of more specialist aspects of public service activity.	Communication Sub-Group	TBA
	Ditto	To develop CID to link it to the Corporate Consultation Database to enable it to handle such requests	Communication Sub-Group	TBA
28	To improve the corporate consultation process generally by creating a Compact compliant leaflet on 'How to consult with the VCS' to complement the leaflets for other target audiences.	To produce a leaflet as suggested and to develop a standard 'who to consult' list of VCS groups on general and specific services developments.	Communication Sub-Group	TBA
29	To ensure the WCC consultation strategy provides for the VCS to be consulted as a matter of routine on all corporate service reviews, the development of all area based strategies and polices, and the local impact of county strategies.	To review the Corporate Consultation Strategy and Area consultation to ensure its processes include routine consultation with the VCS as required	Communication Sub-Group	TBA
	Ditto	To ensure that Area Committee arrangements and corporate projects (e.g. Children Act and Adult Services review) include VCS consultation and do not create separate processes	Communication Sub-Group	TBA
30	To survey all current newsletters, leaflets and publications with a view to rationalisation and developing better communication between the Council and the VCS	To rationalise WCC publications that go to the VCS.	Communication Sub-Group	TBA
	Ditto	To have a permanent slot for VCS issues in the Warwickshire View	Communication Sub-Group	TBA
	Ditto	To consider the use of use e-mail newsletters, e-mail alerts and the Warwickshire Web	Communication Sub-Group	TBA
	Ditto	To investigate the continued need for 5 separate CVS newsletters	Communication Sub-Group	TBA