Three Rivers District Council

WATFORD AND THREE RIVERS TRUST CVS INFRASTRUCTURE SUPPORT

PROJECT INITIATION DOCUMENT (P.I.D. Lite)

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Document Control

Document Change History

Version	Status (Draft or approved)	Date issued	Comments / Reason For Change

Distribution

Name	Position	Organisation/ Service

Approval

Name	Position	Date approved

Contents

1   Introduction

1.1   Purpose of the document

The Project Initiation Document (Lite) consolidates information required regarding the fundamental aspects of the project and is the basis against which the project is evaluated and prioritised.

- <u>Why</u> is this project important
- <u>Wha</u>t will the project do, what outcomes will be delivered, what are the success factors and risks
- <u>How </u>much will it cost, what resources are required

** This document is a "lite" version of the full Project Initiation Document (PID) required when initiating the project fully. The full PID contains additional information.

- *<u>How</u> will the project be implemented, how will it be managed*
- *<u>When</u> will the project be implemented*
- *<u>Who</u> will be involved and who will be impacted*

<u>**NOTE:** When a PID is recommended to Council and approved as part of the budget setting process, the relevant Chief Officer will be deemed to have the necessary Delegated Authority to enter into any contract in respect of the project and within the budget agreed.</u>

1.2   Executive Summary

This should outline the recommendations made in the body of section 2, the Business Case.

1.2.1   This growth bid seeks to develop a service level agreement for three years with Watford and Three Rivers Trust (W3RT) to respond to the increasing demand on public services, voluntary sector and the needs of the community.

1.2.2   The community focussed partnership work that is taking place in response to Covid-19 has developed a good working relationship between the District Council and local voluntary organisations, places of worship and Covid-mutual aid groups.

1.2.3   As part of Three Rivers District Council recovery plan, the Reassurance strand was identified to tackle a number of issues as a result of Covid-19. This includes two areas of work, Community Protection and Community Engagement.

1.2.4   Subsequently, this formed part of the service restoration plan and was identified as a priority 1 area of work. Priorities 1, 2 and 3 were agreed at the Covid-19 sub-committee 21 July 2020.

1.2.5   As a result we are proposing a longer term strategy to support the voluntary and community sectors by developing a 2 year Service Level Agreement (SLA) between Three Rivers District Council and Watford and Three Rivers Trust (W3RT) to continue to progress this line of work to deliver and support the community and voluntary sector.

1.3 Project Objectives

These should be short statements which express the desired outcome of the project

1.3.1   Improved understanding of the local voluntary sector

1.3.2   More sustainable and effective voluntary sector services

1.3.3   Stronger link between charities, wellbeing services and existing partnership structures

1.3.4   The council will be more informed of voluntary sector activities, impact and value

1.3.5   The community will benefit from accountable, effective and sustainable voluntary services.

1.4 Current issues and priorities

In this section highlight what issue/s the project is designed to address and which Strategic Themes or Aims it will meet. A good format is to:

- Describe the relevant Strategic Theme or Aim
- Identify what the objectives of the project are and how these link to the strategic theme / aim
- Identify what needs to be delivered / undertaken to specifically help achieve those priorities

1.4.1   The project will support the Council's vision 'We want Three Rivers to be a place for everyone where all our communities enjoy a healthy and sustainable future with access to good quality housing and open spaces, high quality services, and a successful economy.

1.4.2   It also will help to deliver the following strategic themes:
- Housing and Thriving Communities,
- Sustainable Environment and
- Successful Economy.

1.4.3   The voluntary sector, including charities, community groups and community centres have been significantly impacted by Covid. Many of their fund raising events have been cancelled and charity shops closed over lockdown. Working with a CVS will enable and allow these organisations to continue or start up again to support local communities in this time of need.

1.4.4   The calls on the service have changed during the last 6 months and although always an invaluable having a strong voluntary sector the expectations and demands being placed on Councils for the Voluntary Sector (CVS) are changing with greater emphasis being placed on volunteering and community development work.

1.5 Implications of project not being complete

Please highlight what the implication for the council will be if the project is not carried out/completed.

1.5.1   The implications for the council not taking forward this project would be failing to deliver key corporate framework objectives to create a thriving, successful community.

1.5.2   There would also be an increased demand on public sector services without offering this support to community groups especially following the Covid-19 pandemic.

1.5.3   This will also support the economy by helping organisations to draw in funding from sources outside of the district for community groups to offer services in the Three Rivers.

2   Business Case

The business case for the project is about supporting strategic objectives relating to organisational efficiency and effectiveness and use of resources.

Why should this project be undertaken?

2.1   As part of Three Rivers District Council support to the voluntary sector, the council commissions a number of organisations through 3 year Partnership Agreements and provides core funding to support the delivery of the services provided by those organisations.

2.2   A long term agreement with the overarching Community and Voluntary sector service it will strengthen partnership working across the district, identify continuing and emerging needs as well as provide reach to local communities and vulnerable residents

2.3   W3RT works to strengthen the local voluntary sector and support the local community and residents. Under the proposed new SLA W3RT will be:

2.4   Supporting members with funding applications and business planning, registering as a charity, board development, benchmarking, training, fundraising support and emergency interventions for an organisation at risk.

2.5   Supporting new and emerging organisations or community groups to quickly become established with the appropriate processes and procedures in place.

2.6   To represent and champion the sector in forums and LSP sub-group meetings, helping groups to promote the needs of their clients.

2.7   To support the council with community engagement, ensuring that groups are informed and the sector is connected in order to encourage the sector as a whole to work in a joint-up way for long term sustainability.

2.8   Incorporating Three Rivers charities, CIC's and community groups in the existing CVS database by collating information on lead contacts, size and activities. This will be linked to an online directory of services for residents.

2.9   Circulating information to promote connectivity through regular newsletters, support calls and links into Community Leaders forums and networks.

2.10   Working with officers and councillors to understand the community needs, identify partners and work in partnership to produce solutions, helping with the delivery of Three Rivers Recovery plan.

2.11   Continue to support and quality assure Covid-19 Mutual Aid groups by ensuring appropriate DBS and safeguarding procedures are being followed, insurance cover is in place and health and safety training is in place.

2.12   Identify services that need additional support, i.e. those with governance issues, financial issues

2.13   The development of Three Rivers District Council's partnerships with Watford and Three Rivers Trust will build on the success of the emergency response to Covid-19 into the recovery phase and more focus on ensuring the community and voluntary sector is supported in turn supporting residents during recession, local outbreaks of Covid or a second wave.

2.14   Without supporting the community and voluntary sector infrastructure community groups may struggle to set back up, or for new groups to emerge, less funding will also be drawn in without the infrastructure support and therefore less support available for residents through the voluntary sector

How will project success be measured?

- Success of the project will be measured by quarterly updates and annual reviews of the Outputs and Outcomes identified below. We will also use case study's and reports to analyse the success of the project as well as speaking to organisations that have used the CVS services through a survey of the groups. W3RT also gather regular feedback from the users and members which will inform us of issues and successes.
- The Community Partnerships Team will maintain regular contact and liaison on with the Chief Executive and the CVS lead at W3RT through day to day contact and quarterly SLA meetings.

2.15 Project Definition

2.15.1 To commission Watford and Three Rivers Trust to deliver support to community groups and charities and strengthen the voluntary sector enabling the community to thrive and benefit from a wide range of services.

2.16 Outputs and Outcomes

Outputs

- successfully deliver planned programme of training and events;
- produce and circulate a monthly newsletter (currently fortnightly);
- provide and record 50 instances of light-touch support (<2 hrs);
- provide and record 25 instances of medium support (<4 hrs);
- provide and record 15 instances of complex support (4+ hrs);
- produce an annual State of the Sector report.

Outcomes

- TRDC will be better informed of voluntary sector activities, impact and value.
- Three Rivers benefits from a good range of voluntary organisations meeting local needs.
- Three Rivers community organisations are welcoming, accountable, effective and sustainable.
- Community sector is better connected with stronger links between charities, wellbeing services and existing partnership structures.
- Community sector voluntary sector is more resilient community.
- The community will benefit from accountable, effective and sustainable voluntary services.

2.17 Benefits

W3RT will aim to strengthen the Three Rivers community sector, ensuring that local voluntary organisations are accountable, sustainable, welcoming and effective. They will help the local sector play a greater part in local discussions by representing and championing the sector in forums, helping groups individually to promote the needs of their members, or by helping groups come together to have a louder voice.

They have clarified their membership offer and work is supported by access to a strong team of consultants. W3RT partner with Herts Community Foundation to deliver training, we are

planning a fundraising conference, issue a fortnightly newsletter, offer free or subsidised consultancy support, support members through crisis/transition, offer ICT support, host networks and forums, promote the iQ, host the Herts fundraising database, and can help community organisations influence decision-making in Three Rivers and beyond.

W3RT will create a comprehensive database of voluntary organisations active in Three Rivers and make this available to TRDC and publicly to inform local decision making, promote awareness of the sector, and help shape our future planning.

They are also developing plans for a new volunteering project that will provide a more joined up framework to stimulate more volunteering and make volunteering more effective.

Demonstrating Impact

W3RT will:
- use CRM and Power BI produce a quarterly report highlighting key changes, emerging needs and grassroots developments
- produce an annual State of the Sector report for the Council
- produce at least three case studies each year.

3   Project Costs

This section should include a high level breakdown of all expected project costs, including all costs for project management. Identify any budget-sharing arrangements with third parties, including key stakeholders.

3.1   Project costs (Annually)

Budget Breakdown:

CVS Lead gross salary	£29,000ta	Basic Salary
Employers NI etc	£3120	On Costs
Supervision and management	£4880	Management/CVS Lead support
Laptop, mobile, software etc	£2200	Basic Administration
Training/expenses	£800	Travel and professional development
Total	£40,000	

3.2   Financial viability

Use this section to compare the costs versus the benefit of the project, taking into account the financial implications. For example, if the project will cost £20k to deliver and implement but the benefits to the community will not be realised for another 10 yrs, is it a viable project to persist with?

3.3   Resources and skills
Resources and skills to deliver this will come from Watford and Three Rivers Trust and the voluntary sector.

Has the project been agreed by the Head of ICT?

Yes	
No	X

3.4 Equalities

Is this project responding to an Equality Impact Assessment?

Yes	
No	X

If yes, please provide brief details of the EIA… An equality impact assessment on the community strategy impact assessment has been undertaken which indicates the issues arising for vulnerable people which supporting the voluntary sector would help to support them and reduce demand on services.

_____

_____

Has an Equality Impact Assessment been undertaken for this project?

Yes	
No	x

If yes, what are the outcomes and how do these link to the project?

_____
_____

3.5 Data Protection Impact Assessment (DPIA)

Has a Data Protection Impact Assessment be completed for this project?

Yes	
No	X

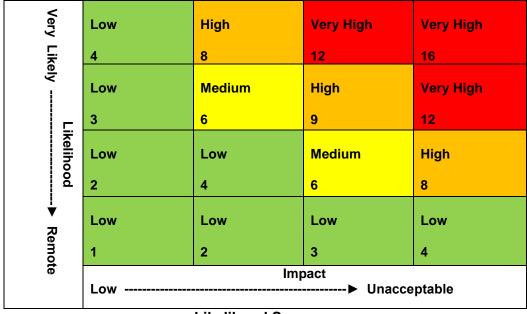If yes, please attach a copy
If no, why not?

_____
_____

3.6 Risks

Risk Management Strategy

Nature of Risk	Consequence	Suggested Control Measures	Response *(tolerate, treat terminate, transfer)*	Risk Rating *(combination of likelihood and impact)*
Description of the risk	What happens if the risk was to occur	List control measures that are, or could be put in place	How will the risk be dealt with *	Enter the residual risk score
Breakdown of voluntary sector due to lack of	Breakdown of services provided to residents by	Ensure contact is maintained with local	Transfer	9

support offered to those agencies struggling due to the financial and workforce impact of Covid.	voluntary sector. Vulnerable residents left without support. Inequalities in health, social care, resilience. Not achieving the community strategy.	voluntary sector. Database maintained to ensure efficiency when signposting vulnerable residents.		
Breakdown in contact with community groups	Difficulty engaging on issues such as, Covid guidance, community safety, community support coordination. We would be unaware of issues experienced by their communities and what the emerging needs in different wards may be.	Maintain contact through regular meetings. Information obtained / concerns raised through meetings should be shared by W3RT at partnership meetings.	Transfer	6
Breakdown in contact with places of worship	Difficulty engaging on issues such as, Covid guidance, community safety, community support coordination. We would be unaware of issues being faced by their communities, such as health and social care needs, criminality etc. Lack of engagement with those community groups	Maintain contact through regular meetings. Information obtained / concerns raised through meetings should be shared by W3RT at partnership meetings.	Transfer	6

	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4

Very Likely ◄------------ **Likelihood** ------------► **Remote**

Impact
Low --► Unacceptable

Likelihood Score

Impact Score

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))