



## **PARTNERSHIP AGREEMENT**

**between**

**POWYS COUNTY COUNCIL (PCC)**

**and**

**POWYS ASSOCIATION OF VOLUNTARY ORGANISATIONS  
(PAVO)**

Version Dated 15 February 2017

## **Joint Statement**

This Partnership Agreement represents a major step forward in the relationship between PAVO and Powys County Council and is a reflection of a long history of joint working over many years.

We have worked closely together with other Public Service Board Members on the One Powys Plan, Joint Partnership Board, Wellbeing Assessment, and a range of other strategic plans and organisations.

With the effects of austerity increasing, it is essential that we further deepen and strengthen this partnership to ensure that the residents of Powys are supported and enabled to live positive and fulfilled lives. This includes encouraging active community participation in the shaping of local services, so that reliance on the public sector is minimised in order that critically important services can be provided to the most vulnerable.

Solutions for many of these pressures will need to be found within the County and by formalising our partnership arrangements we have the opportunity to increase our overall capacity.

With the enactment of the Wellbeing of Future Generations (Wales) Act 2015, and the Social Services and Wellbeing (Wales) Act 2014, work is progressing to ensure that partners input into how this legislation impacts on our communities for decades to come. Being clear about how Powys County Council and PAVO work together will help each to play their role to the full.

The County Council has committed to delivering a vision of 'Strong Communities in the green heart of Wales' for Powys residents. PAVO as an independent organisation representing the Third Sector across Powys is key to the Council achieving such a vision for the County.

We look forward to continuing our long history of partnership as we seek to address the many challenges the future presents for our communities. Our endorsement of the approach set out in the following document is a clear statement of our commitment to work together.

Cllr W Barry Thomas  
Leader of Powys County Council

Gloria Jones Powell  
Chair of PAVO

## **Introduction**

Powys County Council and the Powys Association of Voluntary Organisations (PAVO) have worked in partnership for many years. Both organisations are members of the Public Services Board and have key roles to ensure that the residents of Powys can live healthy and fulfilling lives. This document sets out how the two organisations will work together to make sure that the needs and aspirations of the people of Powys are served effectively and that every pound spent from the public purse is used to maximum benefit.

The two organisations share many common aims that make working together an obvious and essential requirement.

This document will be reviewed on an annual basis in order to ensure it reflects the ever changing and increasingly challenging financial environment. This review will take place in the autumn of each year so that funding plans can be considered and put in place within an appropriate time scale.

Although this Partnership Agreement sets out the overarching joint working arrangements between the two organisations it is primarily a framework agreement. There are inevitably many different funding arrangements that exist between Powys County Council and PAVO that require more detailed and specific agreements. Through necessity, these agreements will require a range of formalised documents which will reflect the different areas of commissioned activity that PAVO will be providing as either a contractor or grant aided partner. These detailed agreements will set out the specific requirement of each area of work and will be supplementary to this document.

By reviewing this document on an annual basis it is expected that it will develop into a clear and effective partnership agreement that reflects best practice of a mature Public Sector and Third Party relationship.

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## **PARTNERSHIP AGREEMENT: A TRANSFORMED APPROACH**

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### **1. The Benefits of Third Sector Support to Powys and Powys County Council**

- 1.1.** The contribution of the third sector to Powys depends on active and involved citizens and thriving, sustainable and effective organisations. This means that citizens and organisations require access to a full range of support and development services to enable them to participate in and contribute to civil society and to the future wellbeing of communities, both through the medium of Welsh and English.
- 1.2.** PAVO's strategic purposes, as set out in its Strategic Plan, are to be a CATALYST of voluntary action, a HUB of essential information and a VOICE for the county's third sector. These crucial capacity-building functions are needed in order to enable people, communities and organisations to play their part in meeting need and developing community. The performance of PAVO's capacity-building will be monitored using the KPIs set out in appendix 1.
- 1.3.** Powys County Council (PCC) is committed to working with the local County Voluntary Council that represents, promotes, supports and develops the third sector within the county.
- 1.4.** PAVO is accountable to a trustee board elected by an open substantial membership of third sector organisations who, in turn, seek to meet the needs of individuals and communities through their broad membership and contacts. PAVO's reach in the third sector is unparalleled, with a membership in excess of 800 organisations and regular contact with over 1500 organisations across the county. The membership and reach underpins the critical role of PAVO in providing a legitimate, strategic and accountable voice that reflects the diverse interests of the diverse sector.
- 1.5.** PAVO ensures that organisations can access the support they need and want, and that the support is delivered in the most effective and efficient way, whether through in depth face-to-face support for individuals and groups; working through networks, events and other collective approaches; or through on-line digital services, resources and media.
- 1.6.** PAVO plays a significant role in changing the lives of disadvantaged communities. Its members work in all of Powys' communities, allowing it to reach and engage with the most marginalised, hard-to-reach and under-served people in the county. PAVO is improving the sustainability of community action. For every £1 received under this Partnership Agreement, on average PAVO is able to raise a further £15 in additional funding. Its Development Officers transfer valuable skills and know-how to its members, equipping them with the expertise they need to create sustainable, efficient and effective organisations. PAVO is uniquely placed to represent the views of grassroots communities. It fosters collaboration and the sharing of best practice.

## **2. Context**

**2.1.** This Partnership Agreement is framed within the following environment, cognisant of and responsive to legislation, policy and the needs of Powys' people, communities and third sector organisations. Significant contextual drivers include:

- PCC Corporate Plan: Strong Communities in the Green Heart of Wales
- Well Being of Future Generations Act
- Social Services & Well Being Act
- Powys Well Being Plan
- Third Sector Futures Report
- Welsh Government Third Sector Scheme
- Needs of people & communities (data gathered via e.g. well-being assessments, joint strategic needs assessments, etc.)

**2.2** The significant and ongoing reductions in Government funding for the provision of statutory and non-statutory public services creates a consequent imperative to support 3rd sector capacity.

## **3. Outcomes, Value for Money and Accountability**

**3.1.** This Partnership Agreement is outcomes based and citizen focused. The outcomes relate directly to the four pillars of third sector infrastructure support, as informed by extensive stakeholder engagement and as agreed with Powys County Council:

- a) Good Governance
- b) Sustainable Funding
- c) Strategic Engagement
- d) Volunteering

**3.2.** Performance measures and indicators have been identified to enable effective monitoring of the extent to which PAVO is delivering the outcomes. The outcomes framework can be seen at Appendix 1.

**3.3.** In addition to PCC's annual monitoring of the agreement with PAVO, bi-annual review meetings will take place between PCC and PAVO. This will provide an opportunity for a reciprocal consideration of performance and a mutual determination of any actions that need to be implemented, including ongoing funding arrangements.

**3.4.** The agreement regards the Partnership Agreement Grant as investing in third sector support. PAVO will report on the full range and value of its work, thereby demonstrating to PCC the total return on its investment.

#### **4. Funding Allocation**

- 4.1. This agreement sets the context in which PAVO is funded to carry out its work in and for the communities and organisations of Powys. In addition to the grant that invests in the core work of Powys, there exists a diversity of funded relationships based on grants, SLAs, contracts etc. These are the product of a constantly changing environment and a result of a dynamic partnership between PCC and PAVO.
- 4.2. Funding arrangements between PCC and PAVO will be reviewed annually to reflect the Council's budget position alongside strategic priorities for the financial year to follow.
- 4.3. A current schedule of these funded relationships can be seen in Appendix 2.

#### **5. Efficiencies through Third Sector Support Wales (TSSW) Collaboration**

- 5.1. PAVO is committed to coordinating its work at local, regional and national level to achieve value for money, added value, agreed service levels across Wales and best practice through effective monitoring of outcomes and impact. In particular, as part of a national network of infrastructure bodies, Third Sector Support Wales (TSSW), PAVO commits itself to implementing increased collaboration and efficiency in relation to:
  - Training and learning services
  - Information Services
  - Membership
  - Websites
  - CRM
  - Internal and Externally offered back-office services

#### **6. Collaboration with Others**

- 6.1. There are very many organisations outside TSSW with whom PAVO work. PAVO fully recognises that there is a range of other organisations that bring valuable expertise to the sector, largely in the third sector, but also in the public and private sectors. Creating and enabling links with other organisations is fundamental to the way in which PAVO works, in order to maximise their expertise and to improve services and support available to the sector.
- 6.2. A schedule describing some of these links is provided in Appendix 3.
- 6.3. Maximising the support available to the sector from all sources is a priority. PAVO is committed to seeking more formal agreements with other organisations where appropriate, for example in developing social enterprise or supporting fundraising.

Where PCC is considering the scope for new support services, it will consider whether this can be achieved by utilising and/or enhancing the services of PAVO to avoid any duplication and to maximise synergy and impact. Where PCC is funding other organisations whose work is directly relevant to PAVO, it agrees to consider if avoidable duplication exists, and how this can be minimised in order that resources are used to maximum efficiency.

- 6.4. PCC agrees to ensure that its relationship with and support for PAVO is collaborative across cabinet portfolios and council directorates.
- 6.5. PAVO must also be mindful of the need to provide services through the medium of Welsh according to the requirements of the Welsh Language Standards (under the Welsh Language (Wales) Measure 2011) when working with organisations subject to those Standards.

## **7. PAVO and Service Provision**

- 7.1. The issue of service delivery and infrastructure support is a constant matter of debate particularly where competition with members may be highlighted as a concern. It is acknowledged that PAVO is already engaged in both the support of service provision via its varied strategic and capacity building services, and direct service provision via Volunteer Centres, Training Teams and other specific projects. It is also recognised that, at times, membership organisations choose to duplicate and/or compete with Infrastructure core activity which is beyond the control of PAVO.
- 7.2. The third sector is a very large, diverse and ever-changing sector. As such, PAVO cannot adopt a policy that prevents it from competing with any member/third sector organisation, particularly in terms of scenarios that are less clear cut and require different judgements, for example:
  - Gaps in service
  - Leading collaboration
  - Enabling consistency and co-ordination
  - Supporting service quality and sector reputation
  - Members duplicating CVC offer
- 7.3. It would be clearer if PAVO were faced with a situation where an opportunity arose for service provision that was already being delivered by a member organisation. Normally, PAVO would not consider delivering such a service and would support organisations in service delivery.
- 7.4. PAVO, consequently, has adopted the following protocol to determine the approach it will take vis-à-vis service provision:

PAVO:

  - a) will both support the provision of services and, where appropriate, deliver direct services to people and communities.

- b) will not normally seek to deliver a non-core service<sup>1</sup> that is being effectively delivered by an existing third sector organisation. Any exception will be considered and justified by the board.
- c) will consider delivering a service to fill a gap in provision only when such gaps cannot be filled by existing third sector providers.
- d) will support collaboration between provider organisation in the building of consortia and the submission of partnership bids, even where this results in competition with other third sector organisations. Where helpful and appropriate, PAVO will act as lead body for consortium or partnership contracts.
- e) will deliver services that enable the third sector to bring greater co-ordination and consistency to service provision across the county.
- f) will consider delivering a service when the quality of service provision by a third sector organisation is poor and the reputation of the wider sector is at risk.

## **8. Agreement Stability and Viability**

- 8.1. Most public sector and third sector organisations have faced funding reductions in recent years. This has largely been caused by austerity measures imposed by Government Policy, and is likely to continue for the foreseeable future. The PAVO Third Sector core grant remained broadly stable for 2016/17 but has been cut by approximately 20% over the last 4 years. Reductions for other funded services have also been applied.
- 8.2. Future funding allocations will be based on a three-year indicative agreement that will be subject to annual review, dependent on PCC budget settlements from Welsh Government.
- 8.3. PCC agrees to support the viability and strengthening of PAVO in the adoption of three year agreement with indicative funding levels for years 2 and 3 subject to budget considerations at the time. Such funding will reflect the Council's own budget position.

## **9. Standard Terms and Conditions**

9.1. It is recognised that within this agreement there are a number of arrangements that exist in terms of funding, commissioning and procurement. As such each arrangement will have conditions and requirements that will set out the terms and conditions applicable to each arrangement.

9.2. Such Terms and Conditions will cover areas such as:

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<sup>1</sup> A non-core service is anything that does not directly deliver the specified services contained in the core services framework of the Infrastructure Partnership Agreement.



- Insurance
- Health and Safety
- Property Rights
- Complaints
- Equal Opportunities
- Freedom of Information
- Confidentiality
- Vulnerable People
- Audit and Scrutiny
- Other Organisations
- Disputes and Termination
- Employees
- Data Protection
- Gifts and Payments
- Variations
- Waiver
- Severance
- Acknowledgments

## **10. Appendices**

- Appendix 1 -** Performance Measures and Indicators  
**Appendix 2 -** Schedule of Funding Relationships  
**Appendix 3 -** PAVO Links to Other Third Sector Organisations

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**APPENDIX 1 – Performance Measures and Indicators**

<b>Outcome indicators (%)</b>	<b>Delivery Indicators (Number of...)</b>	<b>15/16</b>	<b>16/17 to Nov 16</b>
Trustees reporting increased confidence as a result of PAVO support	Trustee support enquiries dealt with.	532	308
	Trustee events delivered.	39	19
Organisations reporting working towards or achieving quality standards / quality marks	Attendees at trustee events	410	140
	Governance development support sessions delivered.	15	20
Third sector personnel reporting increased governance, leadership & management knowledge / skills as a result of PAVO support	Trustee information bulletins circulated.	12	7
	Trustee mediation sessions delivered.	12	1
	Trustee networks supported.	1	1
	Members of trustee network(s).	24	33

<b>Outcome indicators (%)</b>	<b>Delivery Indicators (Number of...)</b>	<b>15/16</b>	<b>16/17 to Nov 16</b>
Organisations reporting they have secured and/or generated adequate income to deliver their services due, in part, to PAVO support.	Funding enquiries responded to	586	379
	Funding events	34	20
	Activities that enable engagement with commissioning cycle	70	25
	Activities that support financial and business planning	DDA	DDA
	Activities that support the self-generation of income	33	22

... Continued **APPENDIX 1 – Performance Measures and Indicators**

Outcome indicators (%)	Delivery Indicators (Number of...)	15/16	16/17 to Nov 16
Third sector organisations reporting PAVO has helped them effectively contribute to policy development.	Strategic networks supported	20	21
	Activities that facilitate third sector voice at strategic level	137	65
People and organisations reporting PAVO support led to more effective third sector role in planning, delivering and scrutinising public services.	Times information from 3rd sector brought to attention of public sector partners	255	226
	3rd sector responses to policy engagement and consultation	76	8

Outcome Indicators (%)	Delivery Indicators (Number of...)	15/16	16/17 to Nov 16
People reporting PAVO has helped them benefit from volunteering	Volunteering enquiries responded to	345	353
	Volunteers recruited	DDA	DDA
Communities reporting PAVO has helped them benefit from volunteering	Volunteers placed	646	430
	Volunteering opportunities created	DDA	DDA
Organisations providing quality volunteering opportunities due, in part, to PAVO support.	Volunteering promotion activities delivered	22	6
	Activities delivered supporting good practice in volunteering	345	262

**APPENDIX 2 – Schedule of Funding Relationships**

<b>Funding title</b>	<b>Purpose</b>	<b>PCC Department</b>	<b>Type</b>	<b>Reviewed</b>	<b>Amount (£)</b>	<b>Notes</b>
<b>Third Sector Capacity Building</b>	To support PAVO's core work in building and developing the capability of the third sector in Powys. Services include funding advice, governance support, strategic/business planning and training. Generally, this enables support to organisations & groups on any aspect of safely starting, running & closing third sector organisations.	Corporate Services	Grant	Annually	78,650.00	This grant has been subject to successive reductions over recent years including a 10% cut in 16/17
<b>Third Sector Mental Health Support</b>	To support PAVO's support to Third Sector Mental Health organisations, particularly focusing on participation / involvement of service users & carers.	Adult Social Care	Grant	Annually	10,256.40	This grant has been subject to successive reductions over recent years including a 10% cut in 16/17
<b>Third Sector Mental Health Information Service</b>	To support PAVO's Information Service to third sector mental health organisations e.g. <a href="http://powysmentalhealth.blogspot.co.uk/?zx=20d0a6f0ef6581bf">http://powysmentalhealth.blogspot.co.uk/?zx=20d0a6f0ef6581bf</a> <a href="http://www.powysmentalhealth.org.uk/home.htm">http://www.powysmentalhealth.org.uk/home.htm</a> !	Adult Social Care	Grant	Annually	2,138.40	This grant has been subject to successive reductions over recent years including a 10% cut in 16/17

... Continued **APPENDIX 2 – Schedule of Funding Relationships**

Funding title	Purpose	PCC Department	Type	Reviewed	Amount (£)	Notes
<b>Families First, Third Sector Engagement Services</b>	To enable the involvement of third sector children & families organisations in the work of the CYPP. To support participation of third sector in commissioning cycle.	Children & Families (Families First)	SLA	Annually	50,000.00	This funding was reduced by 17% in 16/17.
<b>Transport</b>	To support the sustainability & development of community transport schemes across Powys. To enable participation of CT schemes in strategic planning via CT Forum. To administer grants to CT schemes & to monitor delivery.	Transport	SLA	Annually	52,889.07 (PAVO officers)	This funding has been consistently under review. Following extensive and detailed review in 15/16 a decision was taken to continue supporting PAVO's CT service. The reductions over successive years are mainly due to Welsh Government decisions & PCC decision to adopt the minimum 5% allocation of WG funding to CT.
					105,250.93 (grants to CT schemes)	
<b>Training</b>	PAVO led consortium offering a range of training courses		Contract	Competitive Tender	6,270.00	The amount of income is determined by the number of courses that are actually delivered. This varies according to demand.

**APPENDIX 3 – PAVO Links to Other Third Sector Organisations**

PAVO works with a wide range of organisations whose expertise adds value to the services it provides to the sector. The following table sets out the external organisations PAVO works with most frequently. This not an exhaustive list and excludes the much wider range of organisations that PAVO works with on strategy and policy, as distinct from service delivery.

<b>Organisation</b>	<b>Specialist expertise provided</b>
Academi Wales	Leadership and management training programme and access to an annual Summer School programme for public service leaders.
Agored Cymru	Providing an opportunity to develop and deliver OCN accredited training modules
BIG Lottery Fund in Wales	Engaging the third sector in consultations on priorities for future Lottery funding programmes in Wales; information and support for applicants to Lottery programmes; joint work on providing local intelligence to Grant Panels to ensure that Lottery funding does not displace or duplicate existing activity
Business in the Community	Pro bono support for third sector organisations (although this service has now been almost completely withdrawn from the region)
Business Wales	Locally based Business Wales delivery partners provide specialist support on tendering and procurement
Care Council for Wales	Setting care standards; carer and service user involvement; training, events, consultations, etc.
NAVCO	Specialist support on PQASSO and outcomes/ impact assessment. PAVO has achieved PQASSO Level 2
Charity Commission	PAVO works closely with the Charity Commission in terms of providing specialist advice to third sector organisations on issues relating to registration, reporting, regulation, etc. There is very little capacity within the Charity Commission Wales Office and PAVO works with organisations on the ground to support good governance in the charity sector
Children's Commissioner for Wales	Expertise in all matters relating to the rights of children and young people in Wales
Children in Wales	Specialist support for third sector organisations providing services to children and young people including training; events and conferences; influencing national policy; research, etc.
Future Generations Commissioner	Developing a framework for embedding sustainable development as a central organising principle for policy and practice and implementing new legislation – Well-being of Future Generations Act
Community Transport Association Wales/Cymru	Specialist information, advice and support for community transport initiatives

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<b>Organisation</b>	<b>Specialist expertise provided</b>
Council for Wales of Voluntary Youth Services (CWVYS)	Specialist support for third sector youth organisations including training, policy, legislation, etc.
Co-production Wales	Practical examples of co-production in action; exchange of learning and best practice through a network of co-production practitioners; evidence based research and tools to facilitate co-production in public services; specialist training and development
Cynnal Cymru	Current involvement in implementation of Well-being of Future Generations Bill Act; managing work around the Sustainable Development Charter; events/training; advice on community-led initiatives, such as Good Neighbour Schemes, etc.
DWP	Job Centre Plus officers provide advice on benefit entitlements whilst volunteering
Dyfed Powys Police & Crime Commissioner	Discussions are ongoing re the potential role of the third sector in delivering innovative services to support victims and reduce crime
Estyn Llaw	Support for third sector organisations to deliver bilingual services
Federation of City Farms and Community Gardens	Support for community allotments; community growing schemes; encouraging use of local products; food alliances; food banks, etc.
Fundraising Standards Board	PAVO is a member of FRSB and promotes membership to local third sector organisations, as well as facilitating FRSB workshops for local/regional groups on the fundraising standards
HMRC	Specialist information on all issues relating to taxation and VAT
Iaith Cyf	Support for third sector organisations to deliver bilingual services (delivered through Estyn Llaw)
Institute of Fundraising	Specialist information on fundraising – fundraising training courses – regional networks for professional fundraisers
Keep Wales Tidy	Environmental volunteer opportunities, particularly opportunities for employee volunteering programmes
Menter a Busnes	Specialist support in tendering and procurement through the medium of Welsh (a Business Wales delivery partner)
Mentrau Iaith	Support for third sector organisations to deliver bilingual services – bilingual volunteer initiatives
National Charities	PAVO works closely with a wide range of national charities when providing development, funding and volunteering support for local branches– for example, Age Cymru; Mind Cymru; Barnardo's Cymru; Action for Children; Prince's Trust; etc.

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<b>Organisation</b>	<b>Specialist expertise provided</b>
Natural Resources Wales	Support for Environmental Partnerships (linked to PSB work); environmental volunteering initiatives; grant schemes, etc.
NHS Wales	Providing the framework for Standards for Health & Care in Wales – PAVO supports local third sector providers to meet the Standards
NIACE Dysgu Cymru	Adult Learners' Week; Learning Festivals; campaigns to encourage people to participate in Lifelong Learning; research; training, etc.
Office of the Regulator of Community Interest Companies	Specialist information and support for registering Community Interest Companies; governance structures; legislation, etc.
Older People's Commissioner for Wales	Expertise in all matters relating to the rights of older people in Wales, including advocacy and engagement
One Voice Wales	Support for town and community councils and their role in public service delivery
Participation Cymru	Training and development in public and citizen engagement methodologies
Public Health Wales	Specialist information on public health issues; sharing best practice on community-led action and citizen/service user engagement
Spice Innovation	Support for setting up time banking initiatives, including organisation to organisation time banking
The Trussell Trust	Specialist support for food banks, as part of a national UK Network; research linked to combating poverty; training; information, etc.
Wales Co-op Centre	Information, advice and support on setting up co-operatives and mutuals and training for Credit Unions
Wales Rural Network - LEADER	CVCs are members of LEADER Local Action Groups.
Welsh Language Commissioner	Support for the development and implementation of Welsh Language Schemes, including CVC staff development sessions and courses for third sector organisations on the new Welsh Language Measure/Standards. PAVO CEO is a member of the commissioner's advisory panel.

This list includes the organisations that PAVO liaises with most regularly in the course of delivering its work. It does not include organisations that it uses infrequently, such as Social Firms UK, Development Trusts Association Wales, Community Development Cymru and others.



Experienced PAVO Development Officers have a wide range of knowledge and expertise that they can use in their work with local third sector organisations without the need to call upon other organisations to assist.

For example, PAVO employs a number of Development Officers who are qualified Social Enterprise Advisors at ILM Level 5 and who have extensive experience of community development work.

Some national “specialist” organisations are very small; based in Cardiff and do not provide Wales-wide support, particularly to areas like Powys. Arguably, any funding provided by PCC for such organisations might be better channelled into developing a Powys centre of excellence based in PAVO.

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