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Report of the Partnership, Contract Performance and
the Third Sector Overview and Scrutiny Committee,
14 April 2015

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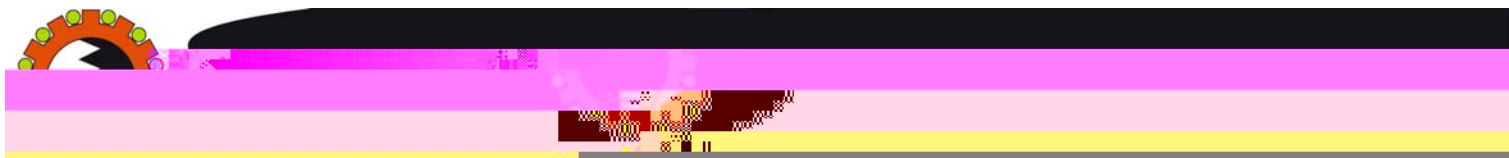bee

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Summary of Recommendations

	Recommendation	Responsibility	Completion Date
R01	In collaboration with th ird sector organisations (including any representative bodies) evaluate the existing City Council commissioning and related toolkits to ensure that a refreshed operating model: a) Recognises that suppliers can help inform the City Council about user priorities, market capabilities and delivery options; b) Ensures toolkits are implemented and applied consistently across the City Council; c) Has the principles of tackling poor performance and practice (supported by clear measurement of outcomes); d) Recognises and meets the requirements of the new Public Contracts Regulations 2015 with particular emphasis on improving access to opportunities for the third sector; e) Demonstrates commitment to joint learning and improvement based on good practice achieved over the years to underpin this work; f) Builds in opportunities for co-commissioning approaches with the third sector g) Enables and encourages robust proposals from consortia including third sector organisations; h) Ensures that any variation of composition of a		

	Recommendation	Responsibility	Completion Date
R02	The City Council to improve communications and relationships with the third sector in a variety of ways: a) That all commissioners review how they manage relationships with third sector organisations to include a commitment to work with them at the earliest planning stage of both commissioning and decommissioning through greater use of trusted sources (which could be from the Third Sector Assembly) - in line with the City Council's toolkit; b) To improve communication with the third sector on commissioning and procurement opportunities and explore further use of social media and other City Council communication channels. This should include making better use of *Find it in Birmingham* or any successor portal and in publishing outcomes of procurement exercises – following		

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1   Introduction

1.1   Purpose of the Inquiry

1.1.1   Our brief Inquiry into City Council commissioning as it relates to voluntary and community sector organisations was informed by our Committee's Inquiry report on the " *Health of the Third Sector*" chaired by Cllr Majid Mahmood. This highlighted various issues about City Council commissioning including some lack of understanding by commissioners of organisations being commissioned (so limiting potential to support City Council priorities), narrow focus on outputs over outcomes and concerns about communication, notably in decommissioning and re-commissioning.

1.1.2   Our Inquiry topic also relates to City Council finances and their interdependence with those of many voluntary and community sector organisations in the city. When we published the original report in April 2013 it was against a backdrop of national cuts to both local government funding and resources for third sector organisations with a consequence of additional local cuts to third sector organisations. It is clear that this financia l situation is not going to improve in the immediate future and yet, as public spending reduces, demographic pressures are set to continue and service user needs are becoming increasingly complex.

1.1.3   At the same time there are increasing expectations of more equal relationships between citizens and institutions, service users and providers. In launching Standing Up for Birmingham (SU4B) Cllr Sir Albert Bore said:

> "We must give people more of an opportunity to make a bigger contribution to the city. Part of that is allowing commu   nity and voluntary groups to take over some local facilities and services. Often they can deliver a better service for less cost than the City Council."   [1]

1.2   Definitions

1.2.1   While procurement refers to the purchasing of services and products, commissioning refers to a whole cycle to reflect it being a dynamic process (see Figure 1). It includes:

Assessing the needs and preferences of people and communities – geographic and of need - in a particular area;

Analysing how demand might change; reviewing current provision; identifying outcomes to be achieved;

Ensuring a suitable range of potential providers of services;

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[1] https://standingupforbirmingham.wordpres s.com/about-standing-up-for-birmingham/

Selecting providers to deliver agreed outcomes and the means to achieve them; and

Managing associated service delivery and reviewing and evaluating impact.

Figure 1: The Dynamic Process [2]

1.2.2   The terms third sector and voluntary and community sector can be used interchangeably. A formal definition of third sector can be seen below.

Birmingham's Definition of Third Sector[3]

The third sector is an inclusive term which is often used interchangeably with the voluntary and community sector; the not-for-profit sector; and the civil society. The term 'third sector' is used throughout this strategy to describe all organisations operating outside the formal state or public sphere that are not trading commercially primarily for profit in the market. This means charities, voluntary organisations, community groups, social enterprises, cooperatives and mutuals.

This definition also includes faith groups engaged in voluntary or social action, campaigning groups, and individual volunteers. Whilst these organisations are exceptionally diverse they share a broad common theme of being value driven, and principally invest their surpluses to further social, environmental and cultural objectives.

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[2] Murray G (2010) at:www.slideshare.net/DrGordonMurray/acca-commissioning-procurement-purchasing-and-third-sector-commissioning
[3]

1.3 Terms of Reference

1.3.1 Our starting point for the Inquiry was: how is th e City Council enabling third sector organisations to participate in its commissioning process? Our subsequent key lines of enquiry were:

How is the City Council engaging third sector organisations throughout the commissioning cycle?

What has been the response of third sector organisations and the outcome of work so far?

What are the implications for any futu re third sector support contract?

How is the City Council using changes in legislation and guidance to ensure commissioning processes are proportionate to the size of contracts?

What has been the impact of the Birmingham Business Charter for Social Responsibility (BBC4SR) in making sub-contracting opportunities more accessible to third sector organisations?

1.3.2 Our aim for the Inquiry was to identify recommendations to support strengthened collaboration with third sector organisations and gain assurance that the City Council's support to third sector organisations is both outcome focused and aligned to City Council priorities, as well as realising ore Ciew 1.459

Public Services (Social Value) Act 2012 – City Council Response

This is a timely piece of legislation, and one that plays to the strengths of third sector organisations and allows organisations to be recognised for both their commitment and investment in the city. The City Council have handled this with an "Analysis, Plan, Do, Review" approach. Commissioners wanted to work with service providers to develop an approach which would work for future services commissioned via the Supporting People programme. The approach needed to recognise the intrinsic requirements of the legislation, rather than be seen as an add-on or something extra providers also needed to now do. Commissioners approached a number of third sector organisations to help them develop the approach including Reach the People Charity, Midland Heart and St Basils. This partnership approach was recognised as a best practice case study by the Capita Third Sector Commissioning Conference.

Actions taken

Delivered joint training between Corporate Procurement colleagues, the Supporting People team and service provider representatives in order to assist organisations to prepare for the requirements of the legislation.

Established the weighing for the tender evaluations as 60% quality, 20% social value and 20% price. The financial £ and the social value £ carrying the same weightings.

Worked with service providers to develop a simple evidencing template which would be used after contract awards in order to capture the social value delivered.

Provided one to one support to help organisations to complete the template where required.

Agreed levels of social value and evidencing and accounting methodologies with individual providers which were proportionate to the contract awards. This included the use of postcodes to evidence particular outcomes such as employment across the different wards of the city. This will enable the evidencing of the impact of commissioned spend and the social value £ in responding to some of the key issues for the city.

Post contract award, the commissioners agreed with Midland Heart to establish a Social Value Forum for both commissioners and providers so that learning, practice examples and issues can be shared. The forum will also enable commissioners, providers and service user representatives to review the approach adopted opportunities for providers to work together in order to maximise the opportunities for generating social value.

Third Sector Strategy

1.4.6   The City Council has drafted a new third sector strategy with four themes; one of which is commissioning and service delivery. It sets out a position that we agree with:

"We need to support the third sector to   participate in the commissioning process and enhance its role in public service delivery so that we achieve the benefits from having a greater mix of providers and from joint investment with the

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sector. We know that some council practices can make participation by third sector organisations in the commissionin g process difficult. Wherever possible we must make better use of existing flex ibility, and where appropriate introduce new flexibilities in our processe s to remove unnece ssary barriers." [9]

1.4.7   The proposed commitments to support this are:

Facilitating mixed service delivery by opening up opportuniti es to the sector;

Engaging with the third sector to develop a gr eater awareness of the potential opportunities presented by the sector;

Continuing to improve commissioning and procurement arrangements to remove barriers to

1.4.12 'ASK BVSC' is a service offered to all voluntary and community sector organisations across Birmingham. It offers initial advice and guidance on a range of topics from establishing a charity, funding, developing a business plan, governance and recruiting and supporting volunteers. Throughout 2014 the service dealt with some 440 enquires, of which 53% were from small organisations. The definition of a small organisation agreed with the City Council is they have fewer than 10 paid staff.

1.4.13 The 'BVSC4Community' funding portal dealt with 546 unique searches from October to December 2014 and 44% of searches were from "start-up" organisations. Moreover, 23% of all searches came from the Ladywood and Nechells wards.

1.4.14 There are 'BVSC Outreach Hubs' in Aston; Tyburn and Northfield, where BVSC has a partnership agreement with a key local infrastructure charity in each of those areas.

1.4.15 Around 42% of organisations registered on the BVSC third sector database have an income of less than £50,000 and 30% have incomes of under £10,000. Interestingly, 36% of organisations registered on the database are from the Ladywood area of the city.

The Compact

1.4.16 A Compact sets out guidelines and principles which support good practice and effective working relationships between public authorities and the third sector. The national compact was revised in 2010. That year the City Council and the third sector also agreed a compact for Birmingham.[10] It sets out a number of principles which apply to procurement and commissioning, such as giving organisations at least 12 weeks to bid to allow time to form consortia, giving clear feedback to unsuccessful organisations, having three year programmes as a norm and building the capacity of the third sector provider base, particularly those working with marginalised groups. We initially suggested that updating the compact should be a recommendation for this Inquiry. However, we agree with the Executive that this should be considered in the light of the *Future Council* aspirations to reassess and redevelop partnerships in the city.

Birmingham Business Charter for Social Responsibility

1.4.17 The Birmingham Business Charter for Social Responsibility is "a set of guiding principles to which the City Council will adhere to and which it invites its contracted suppliers, the wider business community, other public sector bodies (including schools) and third sector organisations (including grant recipients) to adopt. The principles of the charter are: local employment, buy Birmingham first, partners in communities, good employer, green and sustainable, and ethical procurement. Charter signatories need to consider and describe how they can improve the economic, social and environmental well-being of Birmingham and its citizens."[11]

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1.4.18   Under the local employment principle there is a desire to remove barriers to small and medium enterprises, including third sector organisations. This includes consideration of the size and value of contracts; advertising low value contract s, as well as the major contracts, on the *Find It In Birmingham* (FIIB) portal; encouraging co-operation between groups of operators (e.g. consortia) and encouraging longer times for the receipt of quotes and tenders.

1.4.19   Written evidence from one third sector provider stated that they:

> "Welcomed the opportunity to apply for the Charter, but found the process to go through quite daunting and time consum   ing. However, it provided a useful framework through which to review current practices and procedures. It will be important to ensure that any annual reporting requirements are not as resource intensive as the application process, as   this is likely to be problematic for smaller organisations by putting a strain   on their capacity and risks diverting their focus away from their core business. … On balance, the Charter is helpful for organisations, like ourselves, to demonstrate our approach and values, over and above contract delivery requirements,   and the award has the potential to be a useful marketing tool in bidding for other business. However, this will have to be offset by the additional resource   required to demo   nstrate continuing achievement, which will always have to match rising expectations."

1.4.20   We welcome the review of the BBC4SR which,at the time of writing, was underway.

1.5   Moving Forward

1.5.1   Third sector organisations clearly deliver successful contracts for the City Council. For example between April and November 2014 the City Council awarded contracts of almost £10 million to the third sector. The average value of these contracts wa

2   Findings

2.1   Commissioning or Procurement?

2.1.1   As stated earlier commissioning is more than the awarding of contracts. Whilst commissioning and

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2.2.2   Currently, procurement opportunities are posted on the *Find It In Birmingham* portal. We

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new services and be aware of the emerging procurement opportunities. Young Carers was commissioned in line with the Carers Support Service and the contract was awarded to a third sector provider. Discussion is now being facilitated between th em and two other services to develop a partnership that promotes a young carers' offer for Birmingham;

The early years out of school support contract has been let to, essentially, all third sector organisations and a very broad base for the early year's child minding contract (several hundred). There is a childcare sustainability fund to provide some support for organisations getting into difficulty; and

The City Council is co-commissioning the 0-25 year old mental health service with Clinical Commissioning Groups. The specification identified the role of the third sector and the need for community based services. As a result all of the tenderers have created a supply chain that includes a significant number of third sector or ganisations. The contracts for a number of third sector providers for services that address emotional well-being have been extended so there can be a smooth transition into this new 0-25 mental health service. The organisations will be involved in that service design.

Supporting People / The Birmingham Gateway

The Gateway is an in-house commissioned service which provides a vulnerable person with a single point of access into Supporting People commissioned services. A budget of £16.5 million per annum was set aside for the recommissioning of housing support services for vulnerable people within the social inclusion client groups.

During the period of the previous contracts being implemented and the quality assurance reviews of existing services, it was recognised by both providers, commissioners and service user representatives that the Supporting People quality assessment framework (QAF) required a refresh. The tool had been useful in driving up quality standards for many years, however due to changes in legislation and its emphasis upon organisational strength rather than service level quality, changes were required. The Supporting People team worked with service providers to develop a revised tool using intelligence and feedback from the on-going quality assurance reviews of services.

The pilot testing and feedback from service providers and service users evidenced that this was a quality assurance tool which could be used in future commissioning activity and also potentially for other service areas. As result the tool was rolled out as part of the new contracts which commenced on 1st December 2014.

The consultation with service providers and service users during this round of re-commissioning was far more in-depth than previous ly. Several meetings took place with service providers and service users in order to develop the specifications. In some instances, particularly with regards to male domestic violence, the specifications were co-designed and co-written wit h service providers and service users. The commissioners found that the level of engagement being volunteered by individuals

varied according to organisation.

The tenders were weighted heavily towards quality which accounted for 60% of the weighting with 20% for social value and 20% for price. Bench mark s for price were established taking into account national market data. There was also a requirement and consideration for providers to be able to pay the living wage and claim reasonable travel time for outreach services.

The methodology deployed for the commissioning activity sought to achieve the right outcomes for vulnerable people and to maintain the diversity of the market place. A "no one service always fits all" approach was taken. Over the years some organisations have developed niche skills and expertise and, therefore, the approach to the re-commissionin g aimed to enable a range of organisations to bid for contracts most suited to them.

Careful consideration was given to the contract award criteria which included the stipulation that there would be multiple awards wherever possible i.e. the funding available would not be awarded to a single provider. To achieve the latter finer graine d approach a number of categories or lots were identified. For example, in terms of services for yo ung people potential providers had the option to bid for up to six different types of services. Th e latter included different types of supported accommodation for young people, support in the community, supported lodgings for care leavers, youth offending and young people at risk of gang violence.

A range of services were commissioned to reflect the diversity of both the client group requiring support and the types of serv ices to be commissioned.

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The Gateway captures the day-to-day intelligence in terms of demand for services, availability and is also able to respond to emergency situations very quickly. The flexibility that the services can now offer is shown in two examples below:

> When the Gateway service went live in December 2014, the service was able to evidence a shortage of direct access bed spaces for single women. As a result of this, within two days, they were able to reconfigure nine bed spaces from male to female provision. The first two beds being made available the same afternoon. Ordinarily it could take months for this type if intelligence to become available and for interventions to be put into place.

> The Gateway was able to step in and undertake emergency allocations of over 400 clients within three days, focusing on those at highest risk first. It would not have been possible to achieve this level of coordination under the previous arrangements.

For the People Directorate the key learning points of this approach have been:

> State your intention to award multiple contract s for particular lots, with no stipulation of minimum value for bids submitted;

> Stipulation of hourly rates and financial costing models which are inclusive of the living wage and allow reasonable travel time provision for outreach services;

> Tenders being weighted at 60% quality, 20% social value and 20% price enables third sector organisation to demonstrate both competitiveness, provider innovation with regards to social value and commitment to the local area;
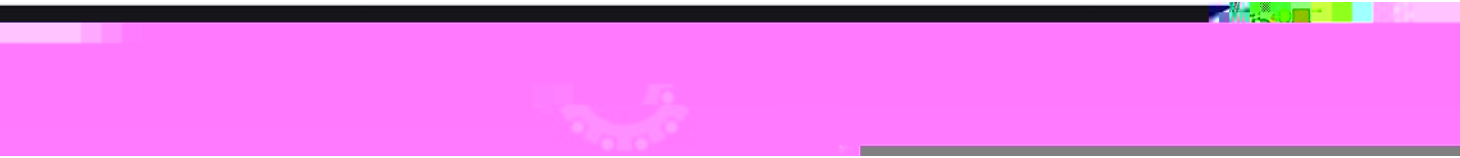
> Offer of support via BVSC for small organisations looking to bid;

> Opportunities for consortia bids and support for organisations to come together to work in that way; and

> Future exploration of longer term cont racts subject to funding availability and performance.

2.2.5   In spite of the robust procedures adopted there have been criticisms of the commissioning process for Supporting People. One organisation, for example, feels that some processes may be developed that might suit monitoring needs, but do not adequately take into account concerns about particular vulnerable groups. Their clients receive face to face assessment and support and they prioritise on the basis of risk and safeguarding, to prevent escalation to more costly statutory services. The organisation feels they can no longer prioritise on this basis due to the introduction of the Gateway.

2.2.6   However, we also note the People Directorate's rationale for the way in which these services are

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2.4.5   Third sector agencies voiced concerns on the length of time that decision-making took in terms of a contract being awarded and the signing of a contract when it was awarded. The impact of this was that organisations felt that they were unable to plan appropriately especially, for example, in terms of keeping staff on without having to issue redundancy notices because they are unsure when the contract will commence. This, in particular, had an impact on smaller and micro organisations that struggle with cash-flow and resources.

2.4.6   One issue raised was that smaller organisations more often than not struggle with and become overwhelmed by the experience of commissioning and, therefore, forfeit the opportunity to take part. This is due mainly to the amount of work required to apply for contracts. Several witnesses mentioned that it was frustrating that they were clearly able to demonstrate outcomes but the time and energy required to apply put them off. There was also the issue of demonstrating social value and how this was measured. Many felt that larger third sector agencies had an advantage both in having the experience and resources to apply for contracts and being afforded the opportunity to do so as they were more likely hear about commissioning opportunities in comparison to smaller and micro community based organisations.

2.4.7   Supporting People is one example already explored. Fitting the criteria to meet Supporting People funding against the quality assessment framework (QAF) assessment is a large scale project that needs the appropriate time and effort. Adherence to the QAF is important as it covers the minimum requirements regarding issues such as health and safety, safeguarding, fair access and diversity and client involvement and empowerment. However, smaller organisations can feel they may not have the skills or expertise to carry this out, and if they did undertake this, it would mean diverting staff from providing core services and, therefore, have a direct impact on the service they are providing. This can be seen as favouring larger organisations that have both the capability and resource to take part in such commissioning processes. Previously, Supporting People Review Officers would visit organisations and talk to staff and users to assess if the organisation was meeting the QAF. With reduced staff the work is now down to the organisations to carry out a self-assessment. In addition, it is important to make sure the timescales do not work against third sector organisations. One small organisation, for example, said that for them arranging such an assessment is a large scale project and the time scale to apply did not allow them to carry out a new review to receive the appropriate grading to qualify.

2.4.8   Some third sector organisations' experience of the commissioning process is that they are often included too late. It is important for the City Council to engage in conversation with the sector before awarding a contract so that an analysis can be done of the impact on smaller organisations. It was suggested, therefore, that the City Council should consider making the commissioning processes proportionate to organisation size and the size of the contract being commissioned. In this way smaller organisations would feel less daunted by the process which could encourage them to bid for contracts.

2.4.9   BVSC said their respondents felt that the City Council had some way to go in putting in place some long-called-for "basics" of good commissioning practice. These include, but are not limited to:

a.   Storage by City Council of the contact details, addresses, and company details of frequent third sector contractors. This would save both the City Council and third sector organisations time and effort in replicating this informatio n with each successive commissioning cycle;

b.   Consistent adherence to the third sector Compac

2.5.2   Many contracts allow for a number of providers to be involved in them. There can be different types of multi-organisation models. These may be consortia models, but may also be a lead provider model. As one example, the adults' substance misuse contract was streamlined from 28 providers to one lead, Crime Reduction Initiatives (CRI), through commissioning (see 2.2.4) Councillors' and district officers' local knowledge can play a key role in bringing providers together. Ways need to be found to harness this.

2.5.3   We welcome this approach. Although we recognise that outcomes are a key measure of a contract, there do need to be robust mechanisms to hold such lead providers to account for the sub-contractors they use if that was part of the procurement process.

2.5.4   Amey PLC who maintain the city's highway on behalf of the City Council talked about their increasing use of third sector organisations in their supply chain. This has led to a position of wherever it is feasible wanting to work with third sector organisations as its core model. Members also saw opportunities for organisations such as Am

It is important that the City Council is clear ab out what it wants and invests in a relationship with the third sector when commissioning servic es so that it can tackle issues like poor performance; and

It is important for the City Council to use its technology to work more smartly and cut down on red tape. For instance, the City Council could use its grant management database more efficiently especially when it already has contracts with or provides grant funding to organisations. This would mean that third sect or organisations could spend less time filling in applications that duplicate information, as this is both time co nsuming and costly.

2.6.2 Decommissioning services is understandably a concern for organisations. Issues raised linked to speedy and effective communication:

In line with the third sector Compact principles the City Council needs to communicate effectively with organisations, for example in giving adequate notice of commissioning a service and decommissioning. This will allow these agencies to plan appropriately and lead to an improved relationship between the City Council and the third sect or. It is especially important when an organisation is being funded from more than one source;

Decommissioning can be destabilising to organisations and clients and it is important to manage this process carefully, even if a contract has always been time limited. Third sector representatives felt that decommissioning timescales can be tight. The City Council could work with infrastructure organisations to ensure that organisations are provided with support before they are decommissioned;

It was felt that decommissioning can include lit tle meaningful engagement on performance of services, the effect of decommissioning upon the ongoing viability and quality of services to be provided and no information about any future commissioning intentions in relation to the services provided by an organisation since being decommissioned. In addition, this has an impact on developing long-term plans for the service being provided (i.e. structure, location, efficiencies and recruitment needs); and

City Council decision-making is felt to be slow which impacts on third sector organisations ability to retain skilled and experienced staff – e. g. being notified of a funding decision in February for a contract that ends in March meaning having to issue redundancy notices to staff unnecessarily.

2.6.3 27 third sector organisations are accredited under the Birmingham Business Charter for Social Responsibility (BBC4SR). However the requirements of this wa s seen by some as excessive:

More streamlining of procedures would be helpful to reduce administrative burden. For example, one organisation provided evidence that there was some overlap in the social value action plan that they submitted and the work they were doing around the BBC4SR. They felt that there was clear overlap and, therefore, duplication of effort;

Although much work had been carried out by th e City Council on the Public Services (Social Value) Act 2012 there is still more work to be done to understan d and take stock of the varying needs of the third sector who are delivering a variety of services;

The Charter requires signatories to support staff development and welfare and adopt the Birmingham living wage within their own organi

2.6.6   We understand in the current financial climate some of these ideas may not be achievable at this point in time.

2.7   Moving to More Sophisticated Commissioning

2.7.1   A starting point, it was suggested, was the City Council working as a corporate whole, not a series of silos. It was suggested that there is no cro ss-departmental working in respect of commissioning and procurement. The consequence for a third sector organisation working across the City Council's priorities is that it has to engage with several service areas as each one is dealing with their own issues – for example homelessness or adult social care. Additionally, for third sector organisations, service areas appear to operate independently from the whole of the City Council in meeting objectives. When procuring services, the focus in the tender specification is just on their own area, rather than asking organisations to demonstrate how they meet wider corporate objectives.

2.7.2   Further to getting the basics right and improving the relationship between the third sector and City

3.1.7   Recommendation 2 focuses on relationships and communication. A response collated by BVSC stresses the importance of this:

3.2 Reflecting Third Sector Value More Clearly Within the Business Charter

3.2.1 The Public Services (Social Value) Act 2012 and the Birmingham Business Charter for Social Responsibility (BB4SCR) offer a unique opportunity to shape broad Corporate Social Responsibility (CSR) commitments across sectors and make the most of links with third sector organisations, including social enterprise to support a better Birmingham in many ways. However, it seems that the City Council could be in danger of missing at least some of these by not, it was suggested, reflecting the wider value of third sector organisations to the city beyond their role in particular City Council contracts. We were pleased to hear that a review of this has already started.

3.2.2 Voluntary and community sector organisations are advocates, campaigners, sources of vital information on service user need and a critical eye on existing services. Many third sector organisations are successful precisely because they were set up by or involve former service users at all levels and are important examples of the reintegration of previously marginalised individuals, for example ex-offenders, into local communities. As a result we want to see the City Council work in partnership with the Third Sector Assembly and other interested third sector organisations to see how the sector's value can be reflected appropriately within the Charter. This may need to reflect the diversity of the sector ranging from huge national (or even international) bodies to shoestring local community-led operations. Ongoing discussion is needed with those areas of the sector most concerned about implementing the living wage.

3.2.3 If there was a portal or other mechanism to broker needs and wants for local organisations this could help large and small signatories and the wider third sector. A large organisation might, for example, be able to provide seven hours mentoring to a smaller third sector organisation through part of a procurement process. Or a series of sma

	Recommendation	Responsibility	Completion Date
R03	In reviewing and growing the use of the Birmingham Business Charter for Social Responsibility (BBC4SR) to ensure that organisations of all sizes are able to sign up to it and to: a) Give consideration to the social value that third sector organisations already deliver to reflect the particular value of third sector organisations more clearly; b) Explore with Birmingham Voluntary Services Council (BVSC) how the third sector can become recipients of BBC4SR, such as with a portal bringing together needs and offers; c) Consult the third sector as part of the review of the Charter; and d) Utilise councillors' knowledge of local organisations. Councillors should also encourage local organisations to subscribe to *Find It In Birmingham* (FIIB) and the BBC4SR.	Cabinet Member for Commissioning, Contracting and Improvement In consultation with the Third Sector Assembly	October 2015

3.3   Exploring Support for the Third Sector

3.3.1   The work of the

Appendix A: Witnesses

The Committee would like to thank everyone that contributed to this Inquiry both in writing and/or attending an evidence gathering session:

Brian Carr, BVSC

Cath Gilliver, Sifa Fireside

Daisy Khera, Women's Help Centre

David Bermingham, West Midlands Special Needs Transport Ltd

Eddie Fellows and Zac Dixon, Amey PLC

Gary Jones, Penderels Trust

Gill Taylor and Kulbinder Chohan, Roshni

Jean Templeton, St Basils

John Denley, Public Health Consultant, Birmingham City Council (BCC)

John Shah and Anthony McCool, Trident Reach the People Charity

Kalvinder Kohli, Senior Service Manager: Policy & Commissioning, People Directorate, BCC

Kevin Hubery and Tracey Murray, Strategic Policy, BCC

Maria Gavin and Osaf Ahmed, Strategic & Joint Commissioning, People Directorate, BCC

Max Vaughan, Head of Evidence Based Care, BCC

Mohammed Shafique and Naeem Qureshi, Ashiana Community Project

Nasheima Sheikh, Birmingham and Solihull Women's Aid

Nic Adamson, Crime Reduction Initiative (CRI)

Nigel Kletz, Haydn Brown and Robert Cummins, Corporate Procurement, BCC

Parveen Poonia and John Freeman, Commissioning and Brokerage Managers, People Directorate, BCC

Paul Wright, Fry Housing Trust

Richard Shaw and Becky Smith, Age Concern Birmingham