

# **VCFSE Infrastructure Provision** **for the Borough of Bury**



*Draft specification for provision from April 2023.*

## **1. Summary**

The Voluntary, Community, Faith and Social Enterprise (VCFSE) sector is integral to the fabric of the Borough of Bury. Our LET'S Do It strategy <sup>1</sup>sets out the vital importance of the sector and this has been heightened over the past two years as we've responded, collectively, to the challenges of the Covid-19 pandemic and heightening cost-of-living crisis.

Local Infrastructure provision is the beating heart of a community's voluntary sector and this specification sets out the requirements for infrastructure provision for the Borough of Bury. This has been developed through the ongoing conversations held between public services, community groups and networks in the Borough – to inform a series of outcomes and requirements have been identified in order to ensure provision which is robust, resilient and ultimately thriving. It builds on the experience and learning of the pandemic response whilst setting out local aspiration and commitments in delivering on the Greater Manchester VCSE Accord.

This provision is to support the Bury deliver vital community capacity, inspiration and opportunity for greater participation – to improve outcomes for local people, tackle inequality and raise life chances – whilst ensuring effective use of ever scarce resource.

## **2. Context**

### *a. National*

The VCFSE sector is the cornerstone of daily life across the country. From welfare and wellbeing support to grassroots sports groups, places of worship to peer support networks, the sector connects people and those people to place.

This specification has been developed at a time of significant socio-economic pressures, as the sector and wider system recovers from the Covid pandemic (including the stepping back of emergency funding and capacity) and deepening economic constraints which directly impact on VCFSE organisations in terms of expenditure and funding, as public services face significant budgetary pressures. Bury is not immune to such challenges but is keen to strengthen collaboration with the VCFSE sector to best support local people and communities.

The National Association for Voluntary and Community Action (NAVCA), recognises that:

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<sup>1</sup> <https://www.bury.gov.uk/CHttpHandler.ashx?id=22152&p=0>

*Strong local infrastructure enables communities to influence decision making, builds partnerships and networks and encourages volunteering opportunities. When this support is accessible locally, individual and communities thrive.*

NAVCA outline 4 functions for thriving communities, where people belong and can take action on things that matter to them.

- Leadership and Advocacy
- Partnerships and Collaborations
- Capacity Building
- Volunteering

These have been built into Bury's specification in the context of the GM Accord, LET'S Do It and local insight.

### *b.Regional*

Within Greater Manchester leaders in local government, health and the voluntary, community and social enterprise sector (VCSE) signed a new GM VCSE Accord in October 2021 to work together in a collaborative way to tackle entrenched inequalities. This was locally endorsed by Bury Council on 17<sup>th</sup> November<sup>2</sup> and in turn following the launch of GM Integrated Care in July 2022 endorsement through the ICPB and locality Partnership Boards.

This new agreed builds upon the Greater Manchester Centre for Voluntary Organisation's VCSE Policy Paper, which was published in January 2020 and sets out a 10 year vision for the VCSE sector in Greater Manchester. The Accord also takes into account our learning and reflections from the Covid-19 pandemic, the 2021 report of the GM Independent Inequalities Commission, the Marmot report 'Building Back Better in Greater Manchester', and the development of the GM Integrated Care System (ICS). The Accord recognises the role of infrastructure organisations, as locality anchors, having a key role in delivering on the Greater Manchester reform principles of developing new relationships between public services and residents through an asset based approach, to build independence. Infrastructure provision for Bury is sought to take these forward including reducing demand on statutory services, increasing community capacity and strengthening independence.

### *c.Local*

Bury's LET'S Do It! strategy repeatedly demonstrates the crucial role community, voluntary and faith-based groups and social enterprises play in our local neighbourhoods and the opportunities for the sector to be central to delivering our collective vision for the future. Through the Team Bury partnership and in particular the Delivery Co-Ordination group, there is a pivotal role for the VCFSE infrastructure provider to assure, enable and exploit the

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<https://councildecisions.bury.gov.uk/documents/s29111/Greater%20Manchester%20Voluntary%20Community%20and%20Social%20Enterprise%20Sector%20VCSE%20Accord.pdf>

exciting opportunities set out in both the plan and crucially the principles for delivery – to ensure the VCFSE in Bury is integral to developing resilient neighbourhoods, where local people are inspired and enabled to come together to improve local outcomes.

Across every pledge and pillar of the plan the voluntary and community sector will continue to drive collaborative activity in our communities to strengthen community capacity and assets and increasingly connect people to these, to drive self-help, self-care and wellbeing. By working at a neighbourhood level the sector will increasingly connect the most vulnerable with resources and support that best meets their needs and to play a more active role in their communities and take control of their own lives. This builds on the work of Bury's Community Hubs during the pandemic and evolution of Bury's neighbourhood model.

It is in this context the Borough is seeking to secure VCFSE infrastructure provision that best enables the sector, wider system and therefore local communities to deliver on our plan and realise the improved outcomes for local people.

### **3. The VCFSE sector in Bury**

The Greater Manchester VCSE Accord rightly describes the sector as an ecosystem, in that it is not one homogenous being. Within the local sector there are wealth of groups of different size, reach and focus, as the recent State of the Sector survey demonstrates:

- 1,249 voluntary organisations, community groups and social enterprises making a difference in Bury
- 71% of these organisations are micro-organisations with an annual income of under £10k
- 13% of the sector as being a social enterprise
- 91% of organisations have some direct dealings with other VCFSE organisations
- ONS data outlines a paid employee workforce of 4,019 in Bury's VCFSE sector, equivalent to 2,452 FTE, a contribution of £44m per annum to the local economy. 44% of organisational responses indicated they paid the living wage.
- The survey estimates that there are 26,229 volunteers supporting the VCFSE sector in Bury, proving approximately 131,145 hours of time each week; making an economic contribution of £65m per annum.
- The four main areas of work identified by survey responded were physical activity sport and leisure; Community Development; Wellbeing, Health and Social Care; and Economic Wellbeing
- Two thirds of respondents worked across the whole of the Borough whilst just under 40% focused on a particular neighbourhood or community.
- Almost half of respondents had experienced increases in expenditure, even before the macro-economic challenges of 2022.

VCSE infrastructure in the provision is therefore required to reflect and represent the breadth and depth of the local sector.

#### 4. Required Infrastructure provision

The details within the specification are drawn from the Bury State of the Sector recommendations, Greater Manchester VCSE Accord, NAVCA principles of provision, all of which set within a framework based on local insight, policy development and engagement.

<b>Leadership and Advocacy</b>
<p><b><u>Focus</u></b></p> <p><i>LET'S Do It!</i> sets out that everyone in the Borough regardless of place, identity or experience is enabled and empowered to play a full role in society, to have greater control of their own health and wellbeing and have opportunities to thrive as individuals, networks, organisations and communities. For the VCFSE sector in Bury to play the intrinsic role outlined <i>LET'S Do It!</i> it is crucial that there is the infrastructure in place to support community groups and individuals to develop networks and to nurture the sector so that it is successful and sustainable. This provision is central to :</p> <ul style="list-style-type: none"><li>• Mobilising and encouraging community action, strengthening sector voice and influence on key decision makers and funders</li><li>• Enabled communities (both individuals and organisations) to have an impact on decisions that affect the place they live in.</li><li>• Bring together diverse groups and marginalised communities to mobilise ambition and aspiration</li></ul>
<p><b><u>Outcomes</u></b></p> <ul style="list-style-type: none"><li>• Nurturing the VCFSE ecosystem in Bury to drive a vibrant, thriving, diverse, sustainable and resilient sector</li><li>• A more informed and confident sector, with access to and promoting their own best practice in supporting and empowering communities</li><li>• To increase participation across all protected characteristics in community fora; VCFSE networks and engagement activity</li><li>• To foster relationships between mutual communities of experiences to drive collaboration whilst valuing difference.</li><li>• Increased resilience of infrastructure ecosystem provision</li></ul>
<p><b><u>Deliverables</u></b></p> <p><b>Strategic Leadership</b></p> <ul style="list-style-type: none"><li>• The organisation/s should exhibit system leadership, through an experienced Chief Officer</li><li>• Proactive contribution to Team Bury governance and delivery including <i>LET'S Do It!</i> Co-ordination Delivery group</li><li>• Delivery of at least yearly Team Bury development session on the State of the Voluntary Sector in Bury, including opportunities to enhance the sector</li><li>• Provide leadership on ensure full and active contribution of the VCFSE sector within Bury's neighbourhood model, as anchor for the sector.</li></ul>

### **Strengthening sector voice**

- To provide visible, active leadership at key system Boards within the Bury Locality, namely the Bury Business Leadership Group; Children's Strategic Partnership Board; Climate Action Board; Community Safety Partnership; and Health & Wellbeing Board
- To provide system leadership across Team Bury subgroups, namely the Children's Voluntary Sector Partnership Board, Domestic Abuse Network and Community Cohesion group.

### **Representation regionally**

- To promote and facilitate connections between the Bury VCFSE system and activity of the Greater Manchester Combined Authority, the GM Youth Combined Authority CA and NHS Greater Manchester (GM Health and Social Care Partnership), Greater Manchester Inclusion partnerships and GM build Back Fairer framework to ensure Bury is connected into regional opportunities
- To develop two-way feedback mechanisms from Bury VCFSE's involvement in GM, regional and national activity for the wider benefit of the Bury system
- To ensure full engagement of the Bury locality from a voluntary sector perspective with the GM VCSE Accord

### **Increasing inclusivity of voice**

- To amplify the voice of residents (and their lived experience) across protected characteristics in involvement in co-design and community decision making
- To lead borough-wide inclusion activity including ensuring inclusive representation and participation in VCDSE networks and Boards.
- To strengthen the sectoral and wider system understanding of the diverse communities of the Borough
- To co-design engagement frameworks across protected characteristics to identify unheard or under-represented voices and integrate these into local organisations, groups and networks (supporting the establishing new ones if/as required).
- To strengthen voices of specific communities as outlined in *LET'S Do It!* including the voice of Young People and those connected to the Armed Forces Covenant
- To develop and promote approaches such as reverse mentoring and legislative theatre to embed lived experience into local activity and decision making.

### **Leadership in financial resilience**

- Represent the VCFSE system in dialogue with commissioners to promote the value and contribution of the sector and encourage funding models which secure investment into the sector in keeping with the VCSE Accord
- Develop a sound and sustainable financial model that supports the long term future of infrastructure provision
- Support, and lead by example, in the diversification of income streams, specifically including social investment
- Be a catalyst for innovation and agile reform amongst and between community groups in the Borough.

## Partnerships and Collaborations

### Focus

Infrastructure provision has a key role is strengthening connectivity, within and between the Bury system; encouraging, facilitating and harnessing collaboration between groups, communities and sectors to collectively improve local outcomes. In Bury it will develop an inclusive sector that represents all groups. The provision should bring the system together as a movement, cohering a sense of mutual identity across the ecosystem so that it is greater than a fragmented gathering of organisations.

This provision is central to :

- Creating opportunities for driving effective joint working by building networks of local organisations and strategic partners
- Nurture trusted and reliable relationships, better equipping communities in both times of crisis and in the development of ongoing projects
- Bring the collective talents, energies and community power together

### Outcomes

- A connected and well led VCFSE sector in Bury that brings together individual volunteers, Bury voluntary and community organisations, national voluntary organisations operating in Bury and mutual aid organisations
- To deliver engaged fora and networks across communities of place, identify and experience
- To develop enhanced two-way flow of insight between the sector, promoting greater shared understanding and respect, and consequentially increased collaboration
- Growth of social enterprise capacity and value in Bury to increase the local supply available to retain local wealth

### Deliverables

#### **Strengthening partnership and collaboration within the sector**

- Ensure robust and representative networks of VCFSE organisations to support the delivery of LET's Do It! activity across Bury.
- To develop and strengthen peer support approaches across the Bury VCSE for mutual support, information sharing, knowledge transfer, to maximise resources and reduce duplication
- Act as lead provider for consortia and collaborative bids to attract (grant) investment and commissioning opportunities into the Borough.
- To encourage and enable collaborative financial models including develop pioneering approach to grants which promotes collaboration rather than competition.

#### **Strengthening partnership and collaboration in neighbourhoods**

- To take ownership for the ongoing development of Neighbourhood placemats showcasing the breadth of VCFSE organisations in a neighbourhood and promotion of engagement with these with respective Public Service Leadership Teams

- Active participation in the development of the PSR (Family) Hub model to support the integration of support at place.
- Further develop relationships with Health and Care Integrated Neighbourhood Teams, to link and grow community capacity against neighbourhood priorities and integrated solutions through active case management.
- To raise awareness and connectivity of local organisations into People & Communities Plans in Bury's neighbourhoods, to connect people to opportunities at place and support integrated activity for households experiencing multiple disadvantage.
- Identifying gaps to collectively address and establishing networks to meet particular place based opportunities or mitigate particular risks.
- Support collaboration of community based activity to enhance partnership community safety activity, including engagement campaigns and days of action.

### **Strengthening collaboration through inclusive economies and maximising regeneration opportunities**

- To be first point of contact for engagement (providing information, guidance and signposting) for businesses that wish to engage with Bury's VCFSE sector
- To seek enterprising expertise from Bury's business community to assist inclusive growth of Bury's VCFSE ecosystem
- To collaborate with businesses to demonstrate social value through their supply chains, employment practices (eg Good Employment Charter), product development and prices – to drive inclusive economies.
- Champion local wealth building and retention, including system leadership on brokering social value, through developing compelling initiatives to encourage participation.

### **Strategic partnership and leadership in recovery and resilience planning**

- To lead and corral the VCFSE contribution to local recovery plans in light of the Covid-19 pandemic
- To lead and corral the VCFSE contribution to local delivery plans to support residents mitigate the impact of Cost of Living pressures including active engagement across all pillars of Bury's Anti Poverty Strategy, including fu
- To co-ordinate VCFSE partnership activity to prepare for, and respond to, civil resilience and emergency response.
- To champion system-wide engagement activity and drive local involvement to increase insight, such as the Joint Strategic Needs Assessment, State of the Sector Survey and consultations in the Borough.

## Capacity Building and Development Support

### Focus

Infrastructure provision has a central role enabling and empowering local people to play a more active role in their health, wealth and wellbeing; promoting independence and proactivity. Bury's neighbourhood model outlines an increase in community capacity and corresponding decrease in demand for statutory provision. Infrastructure support is to ensure the system conditions and behaviours are in place to best enable the shift from residents being passive recipients of statutory services to actively controlling their own lives, with connections to relevant community based information and support.

It therefore requires strong and resilient assets for people to engage with; the means of connecting people to such information and support; and a people-powered approach to drive the required behaviour change to make such practices the new default. This provision is central to providing practical support and development for local people and organisations to nurture skills and build community resilience

### Outcomes

- Enterprising voluntary and community groups, seeking new opportunities and well placed to adapt to new challenges in a way best meeting (emerging) local needs; and encouraging growth of new organisations to address unmet/new need.
- Local people in greater control of their own physical, mental and social wellbeing and actively using this to improve their outcomes.
- Reduction in demand on statutory services with the needs of individuals met within local communities.
- Resilient community capacity which doesn't just enable but empowers residents to live well at home and in their communities
- Increased resilience of VCFSE organisations across all neighbourhoods of Bury, including robust governance and financial stability
- Increase in the level of inward investment in the VCFSE in Bury
- Increased and innovative access to training and development opportunities

### Deliverables

#### **Harness and grow community capacity**

- Promote and support leadership development of Chief Officers and trustees of Bury based groups
- Identify and promote funding and commissioning opportunities for Bury organisations and communities, supporting applications and providing guidance to those unsuccessful with applications.
- Support the development and constitution of new groups/services with a particular focus on local, asset based and inclusive services.



- Provide a renewed focus on community-led enterprise, including social enterprise, co-operatives and mutuals as outlined in the State of the Sector report.
- To identify gaps within Bury's VCFSE ecosystem at a neighbourhood level and nurture the co-production of provision.
- Maximise the opportunities of the UK Shared Prosperity Fund, specifically intervention E11 and the investment in capacity building and infrastructure support alongside the GM VCSE Leadership Group.
- Identify and nurture anchor organisations in each neighbourhood to provide place-based support systems and opportunities for collaboration.
- Develop proposals to boost community capacity in areas where there is a disproportionately low availability of groups or assets, for instance, but not exclusively, areas of Whitefield, or relatively low levels of participation.

### **Training including Workforce development**

- Provision of advice, guidance, best practice and training to assist organisational development, in line with the VCFSE Sector Training Needs Assessment conducted in November/December 2022. This is to include, including but not limited to:
  - Finance: accountancy, funding models, social investment; budget management, fundraising and bid writing
  - Governance: becoming constituted, Terms of Reference; robust and transparent decision making
  - Managing risk: identification, ownership and mitigation
  - Digital inclusion
  - Business planning and (social) entrepreneurialism
  - Safeguarding of staff, volunteers and those accessing services
  - Evaluation and measuring impact
- Training to be inclusive to take account of different learning styles, protected characteristics and nature of organisations
- Development of an annual programme of support including direct provision; briefings; masterclasses and brokerage with specialist provision as required
- Ensure full involvement within GM wide VCFSE Workforce development programme, including local focus on trauma informed practice

### **Activating dormant and under-utilised resource**

- To review dormant Trust Funds and identify opportunities to activate these to increase the resilience of local community provision.
- To identify dormant and under-utilised resources within communities, including existing assets, with which to address local demand.
- Proactively engage with Bury's One Public Estate on policy, systems and processes of Community Asset Transfer to increase community capacity and social infrastructure

### **Population Health as per the GM VCSE Accord**

- To broker opportunities for residents to engage with their local community assets including:
  - Skills provision (academic, technical and vocational) to raise aspiration and opportunity.

- Sports groups to promote active lifestyles and increased engagement with the Bury Physical Activity Strategy
- Culture and creative groups to boost wellbeing and raise confidence
- Strengthening the universal and targeted Early Help offer
- Drive local engagement in the design and implementation of the new Live Well approach.
- The conduit to the voluntary sector and front door for residents to seek help or get involved with their community in a voluntary capacity
- To facilitate the co-ordination of community connectors and specifically leading the development of social prescribing across the Borough.
- To work with n-Compass, Bury Carer's Hub and support wider network of informal Carers in ensuring self-care support and guidance to maintain positive wellbeing
- To drive digital inclusion to enable access to self-care and prevention resources, including technology enabled care digital advice and information, and online content/connections to local community assets.

### **Enabling, encouraging and extolling volunteering**

#### **Focus**

More than 26,000 volunteers donate over 131,000 hours of their time every week in Bury which contributes £63m to the local economy. Volunteers provide crucial community capacity whilst the act of volunteering has multiple benefits including to personal wellbeing, life skill development (eg raising confidence) and vocational training opportunities

Volunteering has changed in recent years, in particular during and as a consequence of the pandemic. There is an opportunity to take the learning from the last couple of years, along with insights from the sector to build an environment in which volunteers and their communities thrive, by encouraging and nurturing volunteer opportunities.

Infrastructure provision should focus on ensuring Bury is a place where people are inspired, supported and empowered to volunteer, and where the recognition of volunteering is fully captured and celebrated – maximising opportunities through the UK Shared Prosperity Fund for impactful volunteering and social action to develop social and human capital in local places.

#### **Outcomes**

- Increase in participation through volunteering across all protected characteristics and across all wards of the Borough.
- To catalyse and corral a social movement for volunteering in the Borough
- Increased access to volunteering opportunities for all residents, developing the skills, aspirations and confidence of individuals
- The contribution of volunteering is increasingly recognised and valued.

#### **Deliverables**

### **Improve access to volunteering opportunities**

- Delivery of a Bury Volunteering Strategy with a focus on removing barriers to volunteering, recognising the diversity of the sector, volunteering opportunities and volunteers themselves
- To lead the recruitment of volunteers and drive a volunteer management network to support people in such opportunities, building on examples such as the Volunteer Marketplace at the Outreach Centre in Radcliffe
- To propose innovative ways of addressing the challenge that more people are volunteering but each for a shorter period of time which in turn creates additional co-ordination pressures.
- To broker opportunities for local people to volunteer matching those with skills, interests and availability to local groups seeking capacity.
- To provide bespoke provision to encourage and enable volunteering from under-represented groups across the Borough.
- Engage with and encourage employers to support their employees to volunteer through Employee Supported Volunteering schemes and flexible working practices

### **Increasing volunteer retention and progression opportunities**

- To support volunteering pathways into education, employment and training
- To collaborate with skills providers and employers to support volunteers with opportunities for further training and development as a social return for their time investment.
- Secure access to training programmes from across public sector organisations, including eLearning sessions.
- To develop and share volunteer management support and guidance, including volunteer welfare and reflecting any changes to national regulations.

### **Increase system resilience through volunteering**

- To work with GM Resilience colleagues and Bury Resilience Forum to support the mobilisation and support of volunteers to provide capacity and connectivity in future humanitarian and civil emergencies
- To collaborate with public service colleagues to develop capacity options to address peaks in system demand, such as supporting the discharge of patients from acute settings to ease health and care system flow.

### **Promote recognition and value of volunteers**

- To champion the role and value of volunteers to drive recognition and celebrate this community capacity in the Borough
- To promote and encourage increase in promotion of King's Award for Voluntary Services
- Developing innovative ways to showcase benefits to in turn sustain commitments.

## **5. Financial details**

Core SLA funding provision will be provided at £170k per annum in order to deliver the required infrastructure provision, on an initial one year period, starting on 1<sup>st</sup> April 2023.

Prior to a grant award it is expected the VCFA provide a costed outline budget for provision in accordance to this grant, existing resources to contribute to the provision of such activity (including the UK Shared Prosperity Funding commitment) and should reference sustainability arrangements beyond the SLA period

## 6. Governance

### a. Monitoring

The grant agreement will be subject to:

- Quarterly progress reporting through the Department of Corporate Core Services at Bury Council in conjunction with the Cabinet Member for Finance and Communities
- Quarterly update reporting to the Team Bury Delivery Co-ordination group.
- Six monthly to the Locality Board.

Monitoring will take account of:

- Progress against outcomes
- Activity undertaken in the previous period
- Planned activity for the forthcoming period
- Live budget information

In relation to outcomes, whilst indicative outcomes have been listed against each pillar of the specification, the table below sets out the GM VCSE Accord and Local Let's Do It! outcomes that the infrastructure provision will be assessed against in terms of local performance framework.

GM VCSE Accord	Let's Do It core outcomes	Broader Let's Do It framework
<ul style="list-style-type: none"> <li>• All employees in the VCSE Sector receive at least the Real Living Wage</li> <li>• The 'scaffolding' is in place to enable co-design of services and activities in communities involving diverse community voices</li> <li>• An 20 % increase in the income of the VCSE Sector in GM</li> </ul>	<ul style="list-style-type: none"> <li>• Improve quality of life through reducing life expectancy gap</li> <li>• Improve early years development through narrowing gap in school readiness</li> <li>• Improve educational attainment by narrowing the gap in average attainment 8 scores</li> <li>• Increasing adult skill employability</li> </ul>	<p>Local</p> <ul style="list-style-type: none"> <li>• Improve access to services</li> </ul> <p>Enterprise</p> <ul style="list-style-type: none"> <li>• Improved business start-up and survival rates</li> </ul> <p>Together</p> <ul style="list-style-type: none"> <li>• Increased engagement in volunteering and community aid</li> <li>• Increase participation in</li> </ul>

<ul style="list-style-type: none"> <li>• VCSEs are recognised as leading innovation in key system-wide services, projects and programmes</li> <li>• All VCSE organisations in GM have a clear plan for being net zero by 2038</li> </ul>	<p>through reducing number of adults with no qualifications</p> <ul style="list-style-type: none"> <li>• Deliver inclusive growth by maintaining average total household income</li> <li>• Deliver carbon neutrality by reducing Co2 emissions per capita</li> <li>• Improving digital connectivity through increase those accessing and engaging online.</li> </ul>	<p>social and cultural activities</p> <ul style="list-style-type: none"> <li>• Increased participation in democracy and decision making</li> </ul> <p>Strengths</p> <ul style="list-style-type: none"> <li>• Improved population health and wellbeing</li> <li>• Increased participation of all equalities groups in decision making and delivery</li> <li>• Increased referrals to social prescribing</li> <li>• Increase in ownership of Community Assets</li> </ul>
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*b. Accessibility*

The bid should outline how the infrastructure provision will be accessible across:

- The six townships of the Borough of Bury
- Across communication and engagement channels
- Across protected characteristics as set out in the Bury Inclusion Strategy (which recognised Care Leavers; Looked After Children, Armed Forces Personnel and Veterans; and socio-economically vulnerable households as local protected characteristics in addition to those set out in the Equality Act.

*c. Policies and procedures*

The provider will be required to demonstrate that it has the following policies, protocols and strategies in place prior to the award of grant if successful:

- a) Equal opportunities
- b) Equality and Human Rights Commission (2009) Equality Impact Assessment (EIA) Guidance.
- c) Health and safety.
- d) Staff training and development.
- e) Adult and children safeguarding protocols.
- f) Complaints
- h) Information sharing, governance and GDPR