

A few points in response to the Green Paper:-

**1 New delivery areas could include:-**

- Social housing
- Housing Benefit
- Public realm/open space management
- Green space management inc nature reserves
- Informal education eg civil society/active citizenship; environmental education; and personal growth programmes etc
- Environmental monitoring eg air, water, biodiversity
- Social Services
- Local transport

**2 Increasing access to public service markets**

- Third sector bodies need to be given “clear” information around possible contracts
- Third sector bodies need plenty of advance notice to better plan bidding, including the possible establishment of consortia
- Third sector bodies need training and guidance on taking on public sector contracts
- Third sector bodies would benefit from a gradual introduction ie a slow implementation of Big Society otherwise the same old companies and the larger NGOs will dominate the new market place
- Payments by results model would deter many NGOs, at least in the short term
- Results mean different things to different people, sometimes “process” is seen as equally valuable to the end user of a service
- Borrowing can create risk aversion among many NGO boards
- Investment needs to be made available to NGOs

**3 Sustainability assessments**

- Third sector bodies will benefit from guidance from local, or central, commissioners around the “weighting” placed across the three tenets of sustainability, eg is economic value seen as more important to the commissioner than the environment
- Many third sector bodies would benefit from improvements to their efficiency and effectiveness, possibly via support from private sector bodies

**4 Supporting civil society**

- Third sector bodies are central to the establishment of truly local delivery through their traditional commitment to real voluntarism
- Third sector bodies naturally provide good models of governance, support and transparency which add real value to genuinely local delivery
- Third sector bodies are seen as “honest and decent” institutions by the public and would not have their motives questioned unlike the private sector
- Many future commissioners could in fact be individuals rather than public bodies
- It is unclear what role/responsibility local councillors will have in the new model

**5 Misc**

- Advice on forming multi-sectorial consortia eg private, public and third sector together
- Changes to the TUPE rules would greatly encourage more third sector bids
- Third sector bodies will be seen as adding value through people engagement activity which naturally runs alongside of its delivery work
- Third sector bodies generally have a commitment to devolving power
- Lessons could be learned from “London Councils” a representative body which switched from grant making to commissioning sometime ago
- Freehold acquisition might deter NGOs of taking on land or other assets because of the serious liabilities that go with them eg pollution incidents
- One area of red tape is the excessive requirements set out under current employment law

- Consortia are essential but are very time-consuming to manage and many trustees are fearful of them
- Implementation needs to be staggered over a number of years to achieve real third sector buy in
- Changes to third sector regulation might need to be considered eg creating NFP entities which don't require boards of trustees.

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