

Lewisham ChangeUp

Business Plan

2008 – 2011

(agreed November 2007)

Consortium Name : Lewisham ChangeUp

Area of Benefit : London Borough of Lewisham

Lead Body : Voluntary Action Lewisham

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Note: In order to be of greatest use locally, and to reflect local arrangements, this plan does not follow exactly the templates provided by Capacity Builders, but in order to meet Capacity Builders' requirements, it includes all the information they request, and incorporates many aspects of the templates (where useful).

Summary

Lewisham ChangeUp is part of a national programme, initiated by Government, to develop voluntary & community sector infrastructure, in order to enable frontline organisations to work more effectively, by delivering services and/or contributing to local policy development.

Our essential mission is to implement a development programme to create a level of infrastructure support that enables frontline VCS organisations to work to the maximum of their potential.

Our specific aims are:

1. To increase access to support services for frontline groups
2. To improve collaboration in delivery and planning of infrastructure support services
3. To develop stronger partnerships with statutory and other bodies to support the ChangeUp objectives
4. To implement development programmes on: Information & Research; 2nd-Tier Co-ordination; Organisational Development; Neighbourhood Collaboration; BME Capacity Building; Volunteer Development & Support; Premises; Social Enterprise; ICT – as described in the Lewisham ChangeUp LIDP.

In undertaking our work we will seek for synergy with other local policy and service development initiatives, especially the Local Area Agreement. We want to develop further our partnerships with statutory agencies and all agencies involved in the Local Strategic Partnership. Where appropriate we will work actively with sub-regional and regional development agencies, especially ELN (East London Network of CVS) and London Voluntary Service Council. We will also use the resources provided by national bodies such as NAVCA (National Association for Voluntary & Community Action) and NCVO (National Council of Voluntary Organisations).

To achieve our aims we need the understanding and active involvement of a wide range of partners, especially those named above.

In 2008-2011 we will

- Develop comprehensive data about the work of the sector, and deliver practical capacity building support to frontline organisations through the CRIB (Community Resource & Information Bureau), funded by BIG.
- Develop and deliver work on 2nd-tier Forum and infrastructure development, in order to increase co-ordination and collaboration, and contribute to local policy development.
- Seek funding and resources to develop work on neighbourhood collaboration, BME capacity building, volunteering, social enterprise, premises and ICT.

- Develop partnerships to aid the delivery of all our 10 development programmes.
- As appropriate, undertake further research and pilot projects.

All work will be recorded, monitored and evaluated. Progress reports will be shared with partners, as appropriate.

Introduction & Background

ChangeUp is a national initiative, developed by Government in 2004. It aims to build voluntary and community sector infrastructure over a 10-year period (2004-2014). Led by Capacity Builders (an organisation established by Government in 2006) it is being implemented at national, regional, sub-regional and local levels.

The Lewisham LIDP (Local Infrastructure Development Plan) 2005-2014 was published in September 2005, following extensive consultation. Whereas, nationally, Capacity Builders refers to “a consortia” as the lead body for regional and local ChangeUp plans, in Lewisham we decided on an ‘inverted triangle’ structure, to achieve both effective strategic management and wide involvement. A Steering Group leads and manages the development; a 2nd-tier Forum (established November 2006) provides a policy and co-ordination forum for Infrastructure organisations (i.e. those who provide support and services to frontline groups); “On the Frontline’ events, for all organisations, will begin in 2008.

Where appropriate, Lewisham ChangeUp is developed in partnership with East London ChangeUp (sub-regional), of which we are an active member. We also take account of, and use resources provided by, London ChangeUp (regional) and Capacity Builders (national).

Lewisham ChangeUp has begun well. The very considerable work put in to developing the LIDP has provided a solid foundation. We have worked steadily and strategically to ensure that the plan is delivered over the 10-year period of its life. We have linked with the many other strategic plans and developments that are taking place in the borough. We have undertaken further research and pilot schemes. The recent award of a 5-year grant from BIG, worth £472,000, to develop – from January 2008 - the CRIB (Community Resource & Information Bureau) Project will enable us to move forward with ChangeUp development at a level previously impossible.

Vision

Broadly, we share the borough’s vision of making Lewisham “the best place in London to live, work and learn”. More specifically, our vision is of a voluntary and community sector that is sufficiently resourced and co-ordinated to enable us to both contribute to, and be involved in the delivery of, local agendas for social change.

Mission

To implement a development programme to create a level of infrastructure support that enables frontline VCS organisations to work to the maximum of their potential.

Aims

1. To increase access to support services for frontline groups
2. To improve collaboration in delivery and planning of infrastructure support services
3. To develop stronger partnerships with statutory and other bodies to support ChangeUp objectives

4. To implement development programmes on: Information & Research; 2nd-Tier Co-ordination; Organisational Development; Neighbourhood Collaboration; BME Capacity Building; Volunteer Development & Support; Premises; Social Enterprise; ICT – as described in the Lewisham ChangeUp LIDP.

Objectives

1. To work with infrastructure providers working at a local, sub-regional and regional level to build the capacity and strengthen the ability of VCS organisations to deliver high quality services to local communities and help improve the quality of life of Londoners in general and Lewisham residents in particular.
2. To provide information, advice and support (concentrating on ChangeUp themes: governance, workforce development, finance, IT, volunteering, performance improvement) to frontline organisations.
3. To develop a 2nd-tier Forum through which the work of local organisations offering infrastructure support services is strengthened and co-ordinated.
4. To provide greater opportunity for the involvement of the VCS in influencing local policy development.
5. To increase the understanding and involvement of statutory agencies in our ChangeUp development plan.
6. To improve the sustainability of the sector and increase the resources available to VCS organisations.

Delivery (overview)

The themes of ChangeUp are:

Performance Improvement; Workforce Development; ICT; Governance; Recruiting and Developing Volunteers; Funding Voluntary & Community Sector activity

Our LIDP identifies 10 programmes, through which we will deliver the infrastructure development required in Lewisham. These are:

Information & Research; 2nd-tier Development; Organisational Development; Neighbourhood Collaboration; BME Capacity Building; Volunteer Development; Volunteer Support; Premises Development; Social Enterprise; ICT

It was agreed at the outset that these programmes should be 'cross-cutting'. (e.g. developing better governance will be achieved through aspects of at least 5 of these programmes). Accordingly, we have sought to develop aspects of several programmes, rather than viewing the programmes as discreet projects. We believe this approach enables us to work strategically (to which the Steering Group is totally committed), to respond to changing needs, and to take full account of other local initiatives.

In all our activity we will work closely with the London ChangeUp Consortium and the East London Network ChangeUp programme, supporting their work, publicising and encouraging use of their resources and services, and contributing to their on-going development. The Lewisham ChangeUp Steering Group is keen to ensure the most efficient use of scarce resources; from the outset we have argued for local, sub-regional and regional (and indeed national) activity to be co-ordinated, with each 'level'

concentrating on activities and services appropriate to their level, taking into account the particular geographical, economic and political and social factors that affect London.

Evidence of 3rd sector frontline need

Lewisham ChangeUp LIDP provides an over-arching strategy for VCS development in the Borough. The ChangeUp Steering Group is committed to delivering its work in a way that is consistent with, and contributes to, other Lewisham development strategies, including:

- Sustainable Community Strategy (under development, Autumn 2007*)
- Community Development Strategy (2004)
- Stronger Communities Partnership Board agenda/work-programme (2007)
- Volunteering Strategy (2007)
- The Lewisham Compact (2001)

*Note: In February 2007, 12 VCS representatives held a 24-hour residential conference with the Mayor & Deputy Mayor and LB Lewisham's Head of Strategy & Head of Community Services. The practical outcome of this conference was a joint commitment to develop a Sustainable Community Strategy. Our ChangeUp work is integral to this.

Lewisham ChangeUp has commissioned and produced reports on:

- Towards Sustainability (B. Sawbridge, 2006)
 - Needs of BME VCS organisations (Race Equality Action Lewisham, 2007)
- and was actively involved in the development of the Volunteering Strategy (2006-07) Towards Sustainability is being followed up by further, more detailed, work on asset management and transfer, linked to Lewisham's response to the Government's Quirk Report on asset transfer to communities (2007). (The author, Barry Quirk, is LB Lewisham's Chief Executive, so local activity is to be expected!).

Our work is also informed by other research and feedback, including:

- Training Needs Analysis (Voluntary Action Lewisham, 2007)
- Stakeholder Survey (Lewisham Refugee Network)
- (Grant-aid) Needs Analysis (LB Lewisham Community Sector Unit)
- Equalities Impact Assessment (B. Mussenden for Lewisham CDS, 2007)
- Reports (at least 8) produced by East London Network ChangeUp, of which we are part.
- Research and information produced by the London Regional ChangeUp Group and its 9 working groups.
- Stronger Partnership Board agenda and papers
- Social Enterprise Steering Group mapping

Outcomes and long term changes

Broadly:

- Services and support for front-line organisations co-ordinated (through 2nd-tier Forum and LSP).
- Increase in the financial and other resources available to front-line organisations.
- Local people enabled to have a greater influence on decisions that affect them.
- Local voluntary & community organisations delivering higher proportion of public services, in partnership with statutory providers.

- Local voluntary & community organisations actively involved in partnership work to implement Lewisham's Sustainable Community Strategy agenda.
- Investment in a sustainable local voluntary and community sector infrastructure

Specifically:

- By end of 2008, at least 10 infrastructure organisations actively involved in 2nd-tier Forum and committed to its objectives
- By end of 2008, commitment to supporting our ChangeUp LIDP from at least 6 LSP partners
- VCS organisations and statutory partners have access to detailed information about the work and services provided by VCS frontline organisations. (Work begin 2008, completed 2009)
- By end of 2008 and on-going, VCS organisations have increased understanding of, and commitment to, Lewisham development strategies, including Sustainable Community Strategy, LAA, Every Child Matters, etc.
- 2008-11: increased opportunities for volunteering, increase in no. of volunteers, increased support for volunteers. (add specific target for vols achieving qualification)
- 2008-11: VCS organisations have increased access to, and/or ownership of, suitable premises.
- 2008-11: Increase in VCS organisations undertaking services commissioned by statutory agencies
- 2008-11: VCS organisations have increased access to IT and greater understanding of effective use of IT, through sub-sub-regional Circuit Rider project. (via ELN)
- 2008-11: at least 20 VCS organisations per year achieve Quality Mark from recognised QA scheme
- 2008-11: longer term funding available from the local authority that recognises the importance of funding vcs infrastructure

Beneficiaries and stakeholders

In order to develop an effective and sustainable LIDP we undertook very extensive research and consultation in 2005. This included:

- Interviews with 35 Local key stakeholders
- Questionnaire to 500 groups – 90 completed
- 6 consultation events and 8 local forums: 250 people representing 180 organisations participated
- 500 organisations contacted by phone

Equalities groups, covering all the categories listed above, were included in these consultations.

As stated elsewhere, we have since conducted further detailed research and consultation:

- Towards Sustainability (B. Sawbridge, 2006)

- Needs of BME VCS organisations (Race Equality Action Lewisham, 2007) and used evidence collected through other initiatives, e.g. Community Development Strategy Equalities Impact Assessment (2007)

Race Equality Action Lewisham, Lewisham Disability Coalition, Lewisham Women's Forum, Lewisham Refugee Network and African Community Partnership are all members of the 2nd-tier Forum. We have active links with Elders (Resource Centre) and the Campaign for Independent Living in Lewisham (CILL). There is currently no lead organisation for LGBT work in the borough but work is being developed, through the Community Development Strategy, with The Metro Centre (Greenwich) to provide training and support. ChangeUp is also embedded in the Stronger Communities Partnership Board, an LAA Theme Board responsible to the local LSP.

The Steering Group was and is of the view that, in the light of this, we have satisfactory evidence for the on-going development of ChangeUp in Lewisham, based on the LIDP, to which we are committed. On-going consultation will be a feature of our work, through the 2nd-tier Forum and "On the Frontline" events. Additional specific research/consultation will be commissioned, as need arises.

Work programme 2008 – 2011: summary of programmes*, including match against stated objectives, notes on related services, lead responsibility, cost, funding, milestones, targets, outcomes and monitoring/evaluation indicators for the 3-year period.

*note to Capacity Builders: our ‘programmes’ are what you refer to as ‘projects’. This terminology was agreed locally during development of the LIDP, and is retained to avoid confusion.

Programme 1: Information & Research

Aim: to create comprehensive database of VCS activity, in order to increase co-ordination, avoid duplication, and increase opportunities for funding, especially through commissioning.

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
Establish CRIB Devise or obtain database Collate existing data Research & collect new data Work with frontline groups Training courses planned and delivered	1, 2, 5	VAL	Approx half of the £94k p.a. total cost of CRIB	BIG (agreed)	(as agreed with BIG) <u>By March 08:</u> appoint staff <u>By June 08:</u> Database established <u>By Dec 08</u> Database in use <u>By Dec 08</u> Pilot work with groups undertaken <u>During 2009-10</u> On-going work with groups Training delivered	VCS orgs have access to info to support funding bids (esp, ‘how do you know there is a need for this project?’) Statutory bodies have access to info needed for commissioning. More effective funding applications; increased VCS resources	(as agreed with BIG) Supervision notes. Feedback from groups & statutory bodies. Annual review report. 6-monthly external evaluation. Numerical targets met (as agreed with BIG)

Programme 2: Second Tier Development

Aim: to provide an active forum where 2nd-tier agencies and representatives from local forums can share information, co-ordinate activity and develop policy

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
Organise Forum meetings One-to-one meetings with member groups Liaison with statutory bodies Produce policy papers	2, 3, 4	VAL	£25k p.a.	Capacity Builders	<u>By end 2008</u> 10 orgs & 3 forums attending meetings & actively involved <u>By 2011</u> 15 orgs & 5 forums attending meetings & actively involved <u>2008-2011</u> Discussions with statutory bodies; contribute to & influence local policy	Greater co-ordination of infrastructure support to frontline groups. Improved strategic development of VCS Increased opportunities for influencing development of local policy	Attendance at meetings. Notes of meetings Feedback from members Feedback from partners

Programme 3: Organisational Development

Aim: to provide information, advice, support & training to frontline groups, relating to the 6 ChangeUp themes

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Collect, collate & develop materials (or info on sources of) on sustainability, governance & performance improvement for use with local groups.</p> <p>One-to-one work with frontline groups</p> <p>Develop & deliver training courses for VCS groups</p> <p>Work with statutory partners, inc. joint training, on QA, full cost recovery, etc.</p> <p>Collect examples of good practice</p>	1, 5	VAL	£70k p.a.	<p>Approx £45k of the BIG funding for CRIB will support this work.</p> <p>Balance from Capacity Builders or other funder.</p>	<p>(as agreed with BIG)</p> <p><u>By end 2008</u> Material (or info about) available to groups</p> <p>One-to-one work with groups achieved</p> <p>Training courses syllabus produced</p> <p>Min 2 training courses delivered</p> <p>Joint training with statutory partners</p> <p><u>2009-2011</u> On-going development & use of materials</p> <p>Min 3 training courses p.a.</p>	<p>Sustainability of frontline groups increased.</p> <p>Improved governance of frontline groups</p> <p>Improved work performance of frontline groups</p>	<p>Organisation healthcheck forms</p> <p>Feedback from groups</p> <p>Target numbers achieved</p> <p>Annual report produced</p> <p>External evaluation</p>

Programme 4: Neighbourhood Collaboration

Aim: to increase the level of sharing of services, functions and premises within local areas, and increase opportunities for community democracy, ensuring that communities of interest and VCS organisations are key partners.

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Develop active links with Neighbourhood Management and other neighbourhood-based initiatives.</p> <p>Development work with faith groups</p> <p>Explore potential & opportunities for sharing of 'back office' functions.</p> <p>Develop work on Participatory Budgeting</p>	1, 3, 5	LBL plus identified group in each designated area	£20k p.a.	t.b.c. May be part of a new post funded by LB Lewisham; discussions continuing.	<p><u>By end 2008</u> Establish partnership with NM etc.</p> <p>Identify & obtain funding</p> <p>Promote and train local people on use of PB</p> <p><u>2009</u> Pilot work in 3 areas</p> <p><u>2010</u> Extension to new areas</p>	<p>Increase in local democracy, i.e. local people have more say in matters that affect them.</p> <p>Increase in community cohesion</p> <p>More efficient use of resources.</p> <p>Local 'ownership' of resources.</p>	<p>Feedback from residents & local groups</p> <p>Feedback from statutory agencies</p> <p>Analysis of cost-savings</p> <p>Total of resource allocation determined by PB</p>

Programme 5: BME Capacity Building

Aim: to provide targeted and specialist support to BME and refugee organisations

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Identify & obtain funding</p> <p>Form links with existing agencies offering governance training for BME groups; develop local programme</p> <p>Engage young people in management/ governance initiatives</p> <p>Provide fund-raising & financial management skills training.</p> <p>Organise worker development activity (training, seminars, peer-support)</p>	1, 3, 5	REAL	£60k p.a.	t.b.c.; further discussions with REAL will be held early 2008	<p>2008 Funding identified. Follow-up to 2006-07 pilot work achieved. Partnerships identified and developed.</p> <p>2009 - 2011 Training courses designed & delivered</p> <p>Youth project developed</p> <p>Worker support groups established</p>	<p>Trustees & MC members have increased knowledge & understanding of responsibilities.</p> <p>New services and activity developed, relevant to needs of young people.</p> <p>Greater ability to attract & retain staff</p> <p>BMER sector better able to play full part in sector policy development.</p>	<p>Training course syllabus/ outline.</p> <p>Feedback from participants</p> <p>Feedback from partners</p> <p>Minutes/ notes of meetings</p> <p>External evaluation</p>

Programme 6: Volunteer Development

Aim: to equip organisations to make effective use of volunteers

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Engage groups in Investors in Volunteering</p> <p>Provide advice, information & support to groups</p> <p>Organise training & workshops</p> <p>Develop website resources</p>	1, 5	Volunteer Centre Lewisham	£84k (over 3 yrs)	Capacity Builders (application made)	<p><u>2008-2011</u> (per year)</p> <p>One to one development with 40 groups</p> <p>Drop-in services for 40 groups</p> <p>10 training courses</p> <p>300 hits on website</p> <p>8 groups achieve IIV Award</p>	<p>Groups equipped to use volunteers more effectively</p> <p>Staff & MC members provide better management & support to volunteers</p>	<p>Feedback from groups</p> <p>Feedback from volunteers</p> <p>Progress reports</p>

Programme 7: Volunteer Support

Aim: to increase opportunities for volunteering and equip volunteers with necessary skills

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Develop partnership with Timebanks</p> <p>Develop partnership with statutory bodies</p> <p>Provide one-to-one advice, support & training to volunteers</p> <p>Develop programme to support people with learning difficulties into volunteering</p> <p>Engage with and support the work of the VCS 2012 Steering Group, in order to promote and increase opportunities locally</p>	1, 5	VCL	<p>See Prog 6</p> <p>Funding will support both progs.</p>	Capacity Builders (application made)	<p><u>2008-2011</u></p> <p>By 2010 increase no. of people volunteering:</p> <p>Older people 10%</p> <p>YP (under 20) 20%</p> <p>BME communities 25%</p> <p>Disabled people 15%</p> <p>Unemployed people 10%</p>	<p>Increase in number of volunteers</p> <p>Increased retention of volunteers</p> <p>Volunteers more skilled</p> <p>Increased social integration</p>	<p>Feedback from groups</p> <p>Feedback from volunteers</p> <p>Annual report</p> <p>Numerical targets met</p>

Programme 8: Premises Development

Aim: to increase VCS access to suitable premises.

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
Produce premises development strategy Engage statutory partners Develop links/partnership with Housing Assns Develop asset transfer programme Provide information & training on premises related issues Work with the LRC sub-group to ensure local groups have access to specialist regional service providers	1, 4, 5	VAL and LBL-CSU partnership	£10k p.a.	t.b.c.	<u>2008</u> Discussions and work with LBL and other statutory partners Strategy document produced With LBL identify potential assets and programme for Community Asset Transfer Explore asset transfer with Housing Associations <u>2009</u> Seminars/training delivered Pilot project(s) initiated <u>2010</u> Further implementation; details dependent on	Greater sharing of existing buildings/premises Needs of sector recognised by statutory bodies Greater VCS ownership &/or management of community premises More VCS orgs have access to suitable premises	Premises data collected. Inventory of need produced Strategy published Review reports produced Nos. attending training/seminars

					progress to date		
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Programme 9: Social Enterprise

Aim: to increase % of VCS income from non-grant sources and thereby increase sustainability

Activity	Re: Objective s	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Produce Social Enterprise strategy</p> <p>Provide advice, information & training on SE</p> <p>One-to-one support to identified organisations</p>	1, 4, 5	VAL, LBL and Simple Business Solutions partnership	£20k p.a.	t.b.c.	<p><u>2008</u> Partnership group established</p> <p>Initial Strategy document published</p> <p>Pilot project started</p> <p><u>2009-2010</u> Long-term Strategy published</p> <p>Delivery of training to 10 organisations p.a.</p> <p>Delivery of one-to-one support to at least 10 orgs p.a.</p>	<p>Increased understanding of SE within the sector</p> <p>Decrease in dependency on grant-aid</p> <p>Greater links between VCS and private sector</p> <p>Benefits to local economy</p>	<p>Notes of meetings</p> <p>Reports &/or strategy documents produced</p> <p>Feedback from groups</p> <p>Feedback from statutory & private partners</p>

Programme 10: ICT Development

Aim: to increase the effective use of ICT within VCS organisations

Activity	Re: Objectives	Lead Agency	Cost	Funding	Milestones/Targets	Outcomes	M&E Indicators
<p>Development of Circuit Rider project for 3-borough mini-hub</p> <p>Liaison with LRC sub-group; support development of sustainable ICT services throughout the London region</p>	1, 3, 5	<p>ELN via Hackney Voluntary Action</p> <p>ELN mini-hub, led by Bexley CVS</p> <p>VAL</p>	t.b.c.	<p>Via London Funders, esp Bridge Trust</p>	<p><u>2008</u> Identify & obtain funding. Establish project; appoint staff</p> <p><u>2009-2010</u> Delivery to frontline groups</p>	<p>Greater understanding of uses of ICT within VCS groups</p> <p>Efficiency savings</p> <p>More effective communication</p> <p>Greater access to sources of information</p>	<p>Mini-hub Steering Group established</p> <p>Funding bid submitted</p> <p>Progress reports</p> <p>Feedback from groups</p>

Risk assessment of the business plan

Description of risk	Impact	Probability	Existing controls and action required to mitigate the risk	Lead responsibility
Training & one-to-one outputs not achieved	No increase in workforce skills or organisational development	Low	Targets are realistic based on our experience; plan extensive publicity.	CVS Director on behalf of ChangeUp Steering Group
Commitment of statutory agencies not obtained	Loss of new opportunities for VCS orgs.	Low	Maintain and develop existing relationship with statutory bodies.	CVS Director on behalf of ChangeUp Steering Group
Additional funding needed to implement work programme not obtained.	Reduced infrastructure services development	Low/medium	Develop clear funding strategy; maintain relationships with funders.	CVS Director on behalf of ChangeUp Steering Group
Change in political climate and attitude to VCS	Long-term plans frustrated	Low/medium	Maintain local relationships; support national orgs (e.g. NAVCA)	CVS Director on behalf of ChangeUp Steering Group
Reduction in resources available to Local Authority and statutory bodies	Reduced opportunity for partnership working	Medium/high	Support national/ local lobbying; reduce dependency on statutory funds.	CVS Director on behalf of ChangeUp Steering Group

Track record

Voluntary Action Lewisham (VAL), which is the lead body for Lewisham ChangeUp, has an impressive track record in funding and delivering projects.

- For the past 8 years we have delivered a Development & Training Project, funded variously by Big Lottery, Bridge Trust, Lloyds TSB and Esmee Fairburn Foundation.
- From 2005 we have delivered LEAD in Lewisham (training provider development), funded by Learning & Skills Council, and fully achieved all targets.
- Since 2000 we have been the lead body for ASSET a community accountancy service consortium covering four boroughs.

- In 2000-01 we were the lead body for developing the Lewisham Compact, and to date continue to have responsibility for co-ordination and development.
- In 2002 we were the lead body responsible for developing Lewisham Community Empowerment Network, which has continued to deliver effective work within the community.
- In 2001 we led the development of an independent volunteer bureau, now Volunteer Centre Lewisham (VCL), with whom we work in partnership
- For ChangeUp, we have applied successfully to BIG BASIS programme, securing £472,000 for the 5-year period 2008-2012.

Other partners in ChangeUp also have impressive track records.

In 2006-07 VCL were commissioned through the LAA to develop a Volunteering Strategy for the borough. This work was developed in partnership with ChangeUp and the Lewisham Compact.

Race Equality Action Lewisham (REAL), formed in 2002-03, have been recognised locally and regionally, and have achieved a significant increase in funding as a result of their delivery record.

Lewisham Council is an innovative and progressive local authority and in recent years has undertaken pilot projects, prior to national roll-out, e.g. (LAA pilot, Young Mayor, Participatory Budgeting) In the 2007 Corporate Assessment the Council was awarded four stars (out of four) by the Audit Commission. The strength of local partnerships was one of the points highlighted for praise by the Commission.

Whilst much more remains to be done, especially with a wider range of partners, our proven track record in working together gives us confidence that we can continue and extend partnership arrangements as an integral part of our ChangeUp development programme.

Staff requirements

During the last year we have been able to appoint a ChangeUp Project Officer (using funding from Capacity Builders). For 2008-2011, subject to available funding, we wish to change the role to a ChangeUp Co-ordinator. This person will

- Co-ordinate the development outlined in this Business Plan, including the work of CRIB.
- Develop the 2nd-tier Forum
- Organise frontline events
- Undertake development work with partner organisations and agencies and with frontline groups

A full job-description will be developed early in 2008.

Much of the practical development work, as outlined in this Plan, will be delivered by staff in partner organisations and agencies. Additional staff will be employed, on a full-time, part-time or consultancy basis, as appropriate, and will be managed by the lead agency. Job descriptions, including a person specification, will be drawn up for all new posts, as part of the applications to funders or negotiations with commissioners.

Senior staff in delivery partner agencies are all experienced practitioners, with highly developed knowledge and skills in their area of operation. All are involved in other partnership boards (besides ChangeUp) and in local and regional strategic development work.

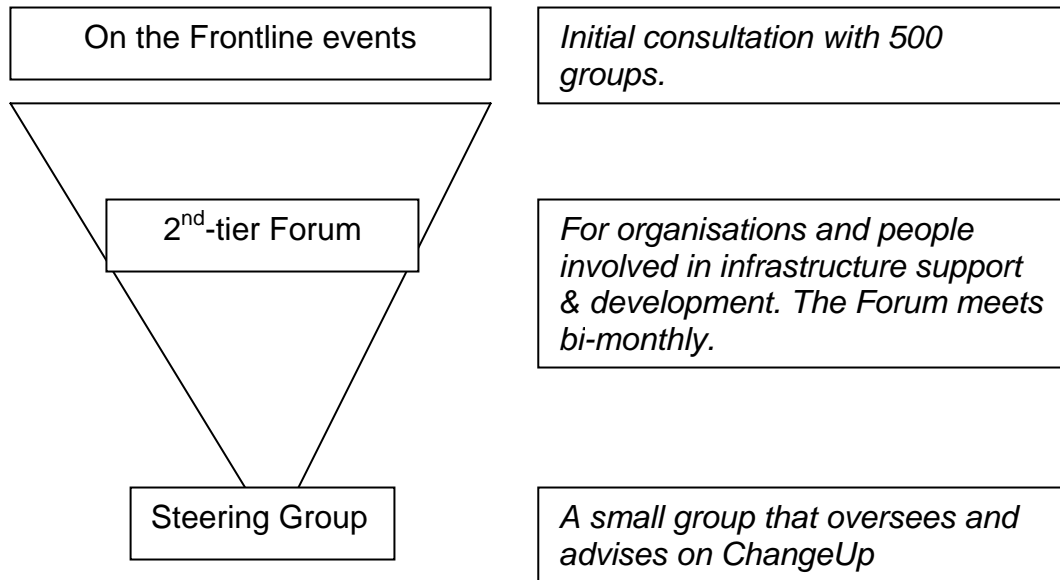
Annexe 1: Fund-raising plan (summary)

Activity	Cost	Funder	Timescale
2 nd -tier development; Infrastructure development & capacity building co- ordination	£55k p.a.	Capacity Builders	Early 2008
Neighbourhood Collaboration	£20k p.a. May be part of post with broader remit	t.b.c. Discussions have begun with LB Lewisham	2008-09
BME Capacity Building	£60k p.a.	t.b.c.	By summer 2008
Volunteer Development & Support	£84k (over 3yrs)	Application to Capacity Builders	November 2007
Premises Development	£10k p.a.	t.b.c. - jointly with LBLewisham CSU	By spring 2009
Social Enterprise Development	£20k p.a.	t.b.c.	By summer 2008
ICT Development	t.b.c. (part of sub- regional bid)	London Funders, esp Bridge Trust	Early 2008

Annexe 2: Marketing and Communications Plan

1. The Business Plan will be presented to the Local Strategic Partnership Board early in 2008.
2. ChangeUp news will be reported regularly in Grapevine, VAL's monthly news magazine, distributed to approx 800 organisations, partners and individuals (including public libraries, doctors' surgeries, community centres, etc)
3. Other voluntary & community groups will be asked to include ChangeUp items in their newsletters.
4. Information about ChangeUp, and consultation about its development, will be part of the 2nd-tier Forum meetings and Frontline events.
5. ChangeUp information will be distributed via e-mail, as appropriate.
6. ChangeUp information will be included on VAL's website (www.valewisham.org.uk)
7. As appropriate, press releases will be issued, in order to obtain coverage in local newspapers and radio.
8. Resources developed for and through Lewisham ChangeUp will be shared with sub-regional, regional and national agencies, as appropriate.
9. Lewisham ChangeUp will publicise and use resources and services developed by sub-regional, regional and national bodies.

Annexe 3: Lewisham ChangeUp structure and membership



Steering Group membership comprises VAL (Chair, Director and ChangeUp Officer), Volunteer Centre Lewisham, REAL, Pepys Community Forum, LB Lewisham Community Sector Unit, Lewisham PCT, and an independent member (consultant). We are seeking to expand the membership to include 2 representatives of frontline organisations.

The 2nd-tier Forum includes:

VAL, VCL, REAL, Lewisham Refugee Partnership, Lewisham Disability Coalition, Lewisham Voluntary Sector Training Consortium, African Community Partnership, Deptford Community Forum, Pepys Community Forum, Bellingham Interagency, Lewisham Community Development Partnership, Neighbourhood Development & Research Project, Lewisham Community Health & Social Care Forum, Lewisham Children & Young People Forum, and The Albany (Deptford),

To date, active involvement in the Forum has varied but is growing. There are other infrastructure organisations that we also wish to involve.

Statutory bodies are not members of the Forum but attend for particular items, in order to develop policy and joint action.

Annexe 4: Steering Group Terms of Reference

Lewisham ChangeUp

Steering Group – Terms of Reference

Preamble:

Lewisham welcomes the national ChangeUp initiative. We view it as an unparalleled opportunity for providing strategic direction within the VCS sector and for improving the infrastructure support to frontline organisations.

Financial responsibility for Lewisham ChangeUp rests with VAL (Voluntary Action Lewisham), which is the lead body for implementing the programme.

During initial consultations and discussions it was agreed that the Lewisham ChangeUp programme should not be structured around a Consortium (as proposed/ referred to nationally) but through a Steering Group, 2nd-tier Forum and Open events. The 2nd-tier Forum and Open events will be initiated/developed as ChangeUp proceeds.

Remit:

The Steering Group will:

- Oversee the development of ChangeUp in Lewisham
- Determine overall policy
- Receive reports on work undertaken and advise on further work to be undertaken.
- Monitor the effectiveness of the work and advise on changes/ developments
- Monitor ChangeUp finance, including oversight of funding applications
- Make decisions on work to be delegated to/ undertaken by VCS organisations or external consultants, including the terms of contracts.

Membership:

To be drawn initially from key VCS infrastructure organisations and statutory agencies, including:

- Voluntary Action Lewisham (VAL)
- Volunteer Centre Lewisham (VCL)
- Race Equality Action Lewisham (REAL)
- Deptford Community Forum &/or Pepys Community Forum
- LB Lewisham Community Sector Unit
- Lewisham Primary Care Trust

Other organisations may be invited to join the Steering Group as ChangeUp progresses

The Chair of VAL will chair the Steering Group.

Meetings:

Normally bi-monthly. Additional meetings to be arranged as necessary.

Amendments to Terms of Reference:

The ToR may be reviewed, according to need, as ChangeUp progresses and develops.

October 2004

Annexe 5: Second Tier Forum Terms of Reference

Lewisham 2nd tier Forum

Terms of Reference

Definition

By 2nd tier, we mean those organisations that exist, primarily or as part of their work, to provide **infrastructure support** to front-line groups, i.e. those that *deliver services* to Lewisham residents. Within 'services' we include both practical services, e.g. advice, lunch clubs, youth activities etc. and campaigning on issues of concern to residents within a neighbourhood or borough-wide.

We recognise that the division between 2nd tier and frontline is not always sharp, and will welcome the participation of groups and individuals who can play a role in developing infrastructure support.

Role & Purpose

The Forum exists to:

1. Provide support to 2nd tier organisations and their staff.
2. Encourage communication, co-operation and co-ordination between 2nd tier organisations.
3. Identify, debate and take action on issues of concern to the sector, particularly those that concern VCS infrastructure.
4. Share information about 2nd tier organisations' business plans and work programmes.
5. Identify and publicise good practice on infrastructure issues (e.g. governance, funding & sustainability, volunteering, IT, etc).
6. Support and enable strategy and policy development for and with the VCS and with statutory bodies.
7. Support effective communication with front-line organisations.
8. Support the effective representation of the VCS on partnership boards, etc.
9. Receive information and express views on Lewisham ChangeUp initiatives.

Membership

Representatives from Lewisham organisations that are exclusively or primarily concerned with strategic and infrastructure development.

Representatives from Lewisham VCS Forums (e.g. Children & Young People, Community Health & Social Care, Community Development Workers, etc)

Statutory bodies will not be members of the Forum but will be invited to attend meetings, or agenda items within meetings, in order to discuss specific issues.

Meetings

Meetings will be held approx. bi-monthly.

The Director of VAL will act as Chair of the Forum until Easter 2007 (or longer if desired by those attending the initial Forum meetings). Chairing arrangements should be reviewed at least every 6 months. In due course, it is desirable that a range of organisations take responsibility for chairing for a period of time.

It is open for any member of the Forum to request item(s) to be included on the agenda of meetings.

Whenever possible, decisions will be made by reaching agreement between all those attending a meeting. If necessary, decisions will be made by a majority vote.

Agreed 14 March 2007