

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

**Consortia Name:** City of London ChangeUp Consortium

**Geographical Area** City of London

**Lead Body:** **City.Comm**

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**Consortium Vision / Mission Statement**

**Vision** The City of London ChangeUp Consortium exists to support a sustainable Third Sector that meets the needs of communities in the City of London, and is able to advocate on its behalf.

**Mission** An independent, vibrant and strong Third Sector, able to identify and respond to the changing needs of the City’s diverse communities; and influence planners and policy makers in the City. The City ChangeUp Consortium works to ensure that the Third Sector is robust enough to play its full part at every level in the City.

**Consortium Aims:**

- To advocate protect and develop a sustainable and effective 3<sup>rd</sup> Sector in The City
- To promote the value of independence within and of the Sector (e.g. through good governance)
- To make a positive impact on policy and strategy developments in the City of London
- To act as an interface between the public and Third Sector sectors
- To facilitate frontline groups access to support and training
- To support community engagement through a strong voluntary and community sector
- To support the establishment of networks relevant to the changing needs of the City and the Sector
- To strengthen the City of London Consortium to meet the changing needs of the Third Sector

### ***Consortium Objectives:***

#### ***To Strengthen the infrastructure in The City:***

- To support the development of volunteering infrastructure
- To establish 'networks' of interest which facilitate dialogue and develop good practice between specialist and generalist front line organisations (reflecting core business) and development re equalities, premises, and advice
- To establish and implement a premises strategy
- To ensure that City VCS groups and organisations use ICT to its full potential and have access to appropriate support
- To strengthen the City of London Consortium through engagement with neighbourhoods, volunteering, and 'networks' of interest
- To support the development of a volunteering strategy involving our particular communities of interest and volunteer involving organisations adopting best practice
- To involve community groups and organisations operating in the fields of arts, sport and environment as well as those in 'hard to reach' communities to make a case about how the Corporation, City Business and the community can benefit from involvement in 2012.
- To design and implement a communications strategy that includes a Directory

#### ***To ensure that communities of interest are fully integrated into all aspects of the Consortium's work in The City***

- To ensure the development of 'equalities' organisations includes access to support and training as part of a programme of sustainable development.
- To ensure that emerging communities have access to advice and representation
- To supporting research into the impact of Legal Services Commission 'fixed fees' on both providers and clients to see whether certain groups e.g. BME, disabled people, refugees etc are being adversely affected
- To ensure that providers are aware about the development of Community Legal Advice Centres in the City of London

#### ***Financial and Environmental Sustainability***

- To improve the understanding of current and potential future demand for external finance to support the establishment and development of Third Sector organisations
- To improve funders' understanding of the costs of delivering efficient and effective VCS organisations
- To design and implement an income generation strategy that takes into account the interest of 3<sup>rd</sup> Sector organisations to be involved in commissioning and procurement, those groups and organisations that do not wish to be involved in public sector procurement, and those that wish to develop social enterprise

#### ***Strengthening Groups and Organisations***

- To promote good governance through Board development programmes which reflect National Occupational Standards for Trustees, Code of Good Governance etc
- To promote financial probity and good financial management through community accountancy and skill development

To ensure that groups and organisations are able to reflect their actual costs and thus build sustainable organisations (reflecting Funding and Costing Workforce and Governance Development, and How to cost and fund ICT)

To build the skill base of voluntary and community groups in the City regarding premises management

To promote good practice in volunteer involvement and recruitment – particularly relating to employee volunteering

To promote professional development of workers in the 3<sup>rd</sup> Sector; identify, design and implement programmes that address barriers to employment and learning

To ensure VCS groups and organisations are able to respond to a changing environment (e.g. relating to Individual Budgets – promoting ‘user’ and ‘community involvement’ in strategic commissioning; and equipping voluntary and community groups to adapt and respond to a changing environment)

### ***Partnership and Engagement throughout the City***

To design and implement programmes which support co-operation, collaboration or partnership within the Third Sector

To promote and support the implementation of the City Compact, particularly as it relates to partnership working at a strategic level with public sector organisations, and at an operational level within the voluntary and community sector in the City

To promote and support strategies which enable civil engagement by focused development with neighbourhoods, and mechanisms that improve access across local cultural barriers

### ***Participation in the Wider World***

To design and implement a strategy for cross borough working

To engage at a sub regional level where that is relevant to the work of the Third Sector in the City of London

To ensure that City residents, communities and business is able to play its full part in the run up, delivery and legacy of 2012

## **What are the key changes that the Consortium aims to make over the next 6 years?**

### ***Strengthening the infrastructure in The City***

A ‘joined up’ Third Sector in the City able to reflect the views and experience of a sector when engaging with public sector partners – at member as well as officer level

Clear lines of communication within the Sector and between the Sector, Public Bodies and Business

The Compact used as a working tool by all parties – developing in line with need, constraint and ambition

City.Comm established as a key delivery arm for the VCS

Membership of the Consortium includes faith communities, neighbourhood representation and arts, culture and environment groups (or their representatives)

The Consortium regularly reviews its work, is open to scrutiny by its specific membership and wider constituency

### ***Integrating equalities***

Mechanisms established and are used to ensure that the spirit of the equalities agenda as well as its letter integrated into all aspects of VCS and Third Sector development

BME and 'community of interest' groups and organisations access generic resources within the City

The specific needs of community of interest groups known and understood and inform the development of the City infrastructure strategy

### ***Financial and Environmental Sustainability***

Groups develop in a sustainable way – with clear pathways as they move from being local groups to employer organisations and so on

Funding opportunities communicated to Third Sector organisations in a transparent and timely manner

Third Sector organisations understand and able to communicate the true costs of their activity

### ***Strengthening groups and Organisations***

A co-operative VCS able to collaborate or enter into partnership on the basis of ability and interest rather than purely on the basis of pragmatism

Volunteering understood and best practice adopted by those who involve volunteers

200 front line organisations which are skilled and able to engage in the wider agenda

Premises available for new and groups in phase II of their development; costs of premises understood by funders; and premises well managed by 3<sup>rd</sup> Sector organisations

### ***Partnership and Engagement throughout the City***

Volunteering Opportunities for all parts of our community – business, residents and students

The City Consortium an active partner in the implementation of the Community Strategy

The City Consortium championing the Compact as a tool to achieve robust partnerships between public, private and third sector organisations

Partnerships and networks established, skilled and supported in the City

### ***Participation in the wider world***

Cross borough border partnerships in place

The City has engaged with 2012

**Please state why you feel these aims/outcomes are the right ones:** *(please reference any research consultation of other data you feel is relevant)*

The City of London provides a unique and challenging environment for the 3<sup>rd</sup> Sector. It has a relatively small, but an engaged and growing resident population currently of 9,000 but estimated to grow to 15,000 in the next 20 years; a daily worker population of 300,000 and a student population of 30,000.

Until 2006 the City could not boast a 'voluntary or 3<sup>rd</sup> Sector' as such. City.Comm was established in 2006 as a result of identified need ('Voluntary and Community Sector Support Services for the City of London' LinG Consulting August 2005). The City does not therefore have an Infrastructure Development Plan. The City's ChangeUp Consortium has used the experience of operating over the past year, together with consultation with partners to identify its strategic and operational priorities.

Evidence of 3<sup>rd</sup> Sector need has been identified from:

Voluntary and Community Sector Support Services for the City of London, LinG Consulting August 2005  
City of London Resident Population Analysis, City of London Corporation and City and Hackney PCT April 2007-12-12 City of London Local Area Agreement 2007-2010  
Monitoring data  
Consultation with front line voluntary sector organisations, and City Corporation staff  
Stakeholder event 'Refreshing the Community Strategy' 26<sup>th</sup> September 2007  
Focus group on the development of a Compact for the City  
Capacitybuilders Assessment event

National Hubs of Expertise for Governance; Workforce Development; and ICT  
LVSC Source Documents including Sub Sector Report (need to check title)

Independent research including LCF Study for Olympic and Paralympic Games; Joseph Rowntree Research re Individual Budgets

Building Blocks – developing send tier support for frontline groups (City Parochial Foundation and Trust for London)

Stand and Deliver – the future for charities providing public services (Charity Commission)

Living Values – a report encouraging boldness in Third Sector organisations (Esmée Fairbairn)

Risks and Opportunities for the Third Sector in the 2012 Olympic Games and Paralympic Games (London Civic Forum)

Commissioning & Procurement – Report and Toolkit (ELN)

London Employment and Skills Taskforce for 2012 – An Action plan to maximise employment and skills benefits of the Olympic Games and Paralympic Games in London (LSC/LDA)

Building a world class Third Sector Workforce in East London (LDA, LSC, ELN et al)

## **Contextual Information**

In The City, the same group of people make up the ChangeUp Consortium and the Inclusive and Outward Looking City (Local Strategic Partnership) sub group. This includes a number of representatives from the City of London Corporation (Local Authority).

Work on the Voluntary Sector Compact is also beginning to engage colleagues from the City Police and Primary Care Trust. The City Compact is due to be adopted in 2008.

There was no infrastructure support in The City before 2006.

The key PCT relating to The City is Hackney and City PCT. This creates difficulties when considering the relationship between the Sector and the PCT, and services are fragmented.

Information provided by LRC through its sub-sectors identifies:

**ICT:** research shows that there are significant gaps in ICT support for the sector across London – and this is hindering the ability of London's VCS organisations to exploit ICT to its full potential and delivery services to those most at risk from social exclusion

The LIDP and other research highlights significant demand for local ICT support, Circuit Riders are proven to be the most effective, efficient and flexible delivery model for meeting local ICT support needs

Sub regional ICT development workers have proved effective in co-ordinating local projects and leveraging in additional resources to fill gaps identified at local level

The London Regional ICT Champion has proved an effective model for providing the sector with a regional voice for ICT, developing a co-ordinated strategy for disseminating good practice and guidance

**ADVICE:** Advice providers make key contributions to social and economic themes that concern a range of London stakeholders and address regeneration and social inclusion initiatives

Increasing the profile of advice by linking advice with national policies and local plans and identifying policies that impact on service users is viewed as key

**INCOME GENERATION:** The Third Sector is facing a significant transition period whereby many organisations are moving from grant funding to contract based income or to be more independent income generation and debt finance. Research by the Cabinet Office (Activities and Resources 2006) in 2003/04 found that 56% of third sector organisations reported an increase in activity in the previous year and 67% expected to grow in the next three years

**NEIGHBOURHOODS:** Neighbourhoods are small locally recognised and understood areas, there may be many in a borough, some cross borough boundaries. Overlaying this geographical base there is layering of communities of interest, ethnicity, and identity.

Neighbourhood groupings may be small, without paid staff, not formally constituted and may involve people or groups not plugged into convention infrastructure support. For the vast majority of VCS activity that is carried out by individuals or through community groups and organisations infrastructure support needs to be accessible and appropriate

**PREMISES:** There is an urgent need to both build and develop the Third sector skills base regarding all aspects of premises management. London has unique challenges around premises/property issues due to large costs involved in the London property market. Olympics activity in East London will tighten property based opportunities. VCS organisations often struggle to find affordable and task appropriate workspace, many third sector organisations lack security or tenure are in sub standard accommodation that requires major costly building upgrade work and in some cases councils are encouraging VCS to cluster, London Borough councils are being encouraged to draw asset management plans and enable asset transfer to the third sector to encourage asset based development, development of community anchors and community empowerment

**2012:** The 2012 Olympic and Paralympic Games are a 'Big Opportunity' for the VCS to work towards its goals. Research indicates that VCS across London needs to engage with 2012 because whilst the 2012 Games are taking place in East London, it affects all of London. Whether you engage directly or not 2012 can be a vehicle to engage with neighbourhoods, promote cultural opportunities and be a part of the Olympic supply chain through training and skills development

**VOLUNTEERING:** Volunteer management is not well funded with government focus on campaigns to volunteer risking a low take up and commitment to volunteering opportunities. The sector must respond to the opportunities offered by incapacity benefit changes encouraging volunteering as a form of learning/training for active job seekers. There is increased interest from government on public sector volunteering but appropriate in the past have not been co-ordinated and there is no model from which to build a volunteering programme particularly in relation to the NHD. The lack of core funding to support volunteering should be addressed through joint working, however, competition for funding defeats movement towards encouraging collaboration and partnership. Proposals to pay volunteers threatens the understanding of seeing volunteering as a community benefit and confuses it with work experience or unpaid work

Volunteering is benefiting from an increased profile, its recognised as having a valuable role in supporting the government's wordlessness and skills agendas and with the Olympic and Paralympic games coming to London in 2012, there is a wave of interest from private public and third sectors in the volunteering programme for 2012 and what the legacy implications are for training education employment community cohesion and volunteering.

2012 offers opportunities to develop volunteering particularly young people BAME communities and disabled sports activities. The GLA London Sports for disabled people. Preparation is now beginning in some local authorities but this has not been mapped officially.

**What are the main implications of this Infrastructure Development Strategy for the Consortium (e.g. finance, staff, volunteers, geography, skills and knowledge)?**

**Finance:**

The development components of Strategy are dependent upon our ability to attract funding from statutory and non-statutory sources. We have, however, identified priorities for the year 2008/09 for which we have capacity, and have identified at what point and in which case we will seek to attract additional financial support – to build our own capacity.

**Staff:**

The City ChangeUp Strategy and Business Plan will be implemented by City.Comm personnel on the Consortium's behalf.

The staff involved with delivery of year 1 priorities are in post. The Consortium comprises committed members.

**Geography:**

The City of London is small in area and is easily negotiable. Psychological barriers exist, however, which affect free movement of people within the 'square mile'. The strategy has taken cognisance of this.

**Skills & Knowledge:**

The Consortium has a good track record in 'bringing in expertise' when the need arises, rather than building an organisation with its own burdens.

The City Plan will be co-ordinated by the City.Comm Director who has good relationships with Consortium members, officers within the Corporation, and with the wider VCS community.

**Please outline the roles of key people/organisations in delivering the Infrastructure Development Strategy**

Organisation/Person	Role	Timescale
City.Comm/Director	Manage, convene 4 Consortium meetings and 4 Consortium Steering Group meetings Will lead the implementation of the Plan with the Consortium	Ongoing  Meetings every 3 months
Capacity building worker	Responsible for ensuring training & mentoring programmes take place according to the Plan	Ongoing
Circuit rider	Responsible for delivery of ICT part of the Plan with City.Comm Director taking responsibility for the lead on strategic development aspects of ICT	Ongoing
Community Accountancy Service	Responsible for the delivery of finance skill development part of the Plan with City.Comm Director taking responsibility for the lead on strategic elements in relation to income generation	Ongoing

**What are the timescales, key steps and process for reviewing the Infrastructure Development Strategy?**

<b>Who</b>	<b>Process</b>	<b>Key Step</b>	<b>Timescale</b>
City.Comm Director	Consult with Steering Group	Meeting(s)/Reports	Every 3 months beginning April 08
City.Comm Director Capacity building worker	Consult Sector via e-bulletin and networking events	Questionnaires Personal & Telephone contact Focus groups Monitoring & feedback comments bulletin/mailings	June 08; December 08; March 09
City.Comm Director	Consult with Corporation Officers	Reports and meetings	April 08; Dec 08 March 09; Sept 09

**INFRASTRUCTURE DEVELOPMENT STRATEGY**

**Name of Consortium:** The City of London Consortium

**Lead Body Signature:**

**Date signed:** 31<sup>st</sup> December 2007