



CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

[MAXIMUM OF 12 SIDES A4]

Consortia Name: Lewisham ChangeUp

Geographical area: London Borough of Lewisham

Lead Body: Voluntary Action Lewisham

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Consortium Vision / Mission Statement:

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.

Consortium 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.

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

- 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

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

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)

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 (with links to Government's (Name) Report, produced by Barry Quirk, LB Lewisham's Chief Executive).

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

**What are the main implications of this Infrastructure Development Strategy for the consortium (e.g. finance, staff, volunteers, geography, skills and knowledge)?
RESOURCES NEEDED TO ACHIEVE AIM**

Finance/ costs

We have obtained £472k from BIG to fund a 5-year CRIB (Community Resource & Information Bureau) Project, which will deliver aspects of our ChangeUp development programme, 1.1.2008 to 31.12.2012

As a minimum requirement we also

£55k p.a. (+ inflation) to fund a ChangeUp Co-ordinator

Funds to enable specific programme development, total approx £250k p.a.

Programmes will proceed as/when specific funds are obtained.

Staff and volunteers

The CRIB project will have 2 staff: Development Officer and Research & Information Officer.

1 ChangeUp Co-ordinator is needed.

Staffing for specific programme development will vary between FT or PT staff on timed contracts and/or 'consultants' to undertake specific tasks.

Volunteers will be recruited, as appropriate.

It should be noted that ChangeUp development will continue to depend on the work of staff employed in Lewisham organisations, esp those who contribute to the Steering Group and 2nd-tier Forum. Their time/ work is paid for through existing funding and is not 'chargeable' to ChangeUp.

Partnerships

Partnership working is a feature of life in Lewisham. Strong partnerships exist between VCS groups and statutory agencies; all major initiatives depend on partnership working for their success. The successful implementation of our ChangeUp LIDP depends on maintaining, strengthening and extending local partnerships. The involvement of statutory and other partners is not a direct cost but is an 'added value' and 'resource in kind'.

Local factors

Whilst we have a borough-wide Plan, we are increasingly aware of the need to work in neighbourhoods. The north of Lewisham (Deptford & New Cross) and the south of the borough (Downham & Bellingham) have very distinctive social and economic characteristics. As in many London boroughs, people are reluctant to travel across the borough, let alone to other parts of London. Local delivery is a high requirement, and this has to be factored in to our planning and costing.

Skills, knowledge and training

A major aspect of our LIDP is to increase knowledge and skills. Training programmes and courses for VCS organisations, and joint training with partners, are outlined in our Business Plan. The constantly changing population (estimated as high as 40% p.a. in some areas) means this is an on-going task and has resource implications.

'Consortium' development

We have an established three-part structure (see Annexe). Further development of the 2nd-tier Forum and Frontline events are outlined and costed within the Business Plan. However, from 2008 onwards our emphasis is on practical delivery to/ work with frontline groups, for which resources are needed, as stated above.

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

Organisation / Person	Role	Timescale
VAL (Voluntary Action Lewisham)	Arrange and record Steering Group meetings	Jan, March, May, July, Sept & Nov (on-going)
VAL	Arrange and record 2 nd -tier Forum meetings	Jan, March, May, July, Sept & Nov (on-going)
VAL (ChangeUp Co-ordinator)	Development of 2 nd -tier Forum	Ongoing
VAL (ChangeUp Co-ordinator)	Arrange "On the Frontline" events	2 per year (prob March & October, from 2008)
CRIB (Community Resource & Information Bureau)	Research and produce VCS comprehensive database	From March/April 2008 In place March 2009.
CRIB (Community Resource & Information Bureau)	Infrastructure support, advice & training to frontline organisations (Note: CRIB's detailed work programme, including objectives & milestones, is contained in the CRIB Business Plan, approved by BIG, which is funding the project)	From March/April 2008 to December 2012
Partnership with ELN ChangeUp	Establishment of Sub-sub-regional IT Circuit Rider project	Funding applications 2008; establish 2009
REAL (Race Equality Action Lewisham)	Governance Development Programme	Funding applications 2008; delivery Jan-Dec 2009
Volunteer Centre Lewisham	Volunteer Development & Support Programmes	From April 2008; on-going
VAL & Simple Business Solutions	Social Enterprise Development Programme – advice & training	April 2008 to at least March 2009; may extend.
ChangeUp Steering Group	Other activity will be developed, based on on-going assessment of need & opportunity.	On-going

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

Who	Process	Key Step	Timescale
Lewisham ChangeUp Co-ordinator	Collection of monitoring data; production of progress reports	Report to Steering Group & 2 nd -tier Forum	Bi-monthly, from January 2008
Lewisham ChangeUp Co-ordinator	Consumer satisfaction survey	Questionnaire & interviews	October 2008 and annually
Lewisham ChangeUp Steering Group	On-going review and planning	Consideration of reports	Bi-monthly
Lewisham ChangeUp Co-ordinator	Production of Annual Report	Report (approved by Steering Group) submitted to Stronger Communities Partnership Board &/or LSP	December 2008 and annually



INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: Lewisham ChangeUp

Lead body signature: (Chair)

Date signed: 29 November 2007

Date signed off by Consortium: 21 November 2007 (subject to final amendments)

ANNEX

Consortium membership and Terms of Reference: Please send as an email attachment if possible. Alternatively, please send as hard copy in the post to Capacitybuilders, 77 Paradise Circus, Birmingham, B1 2DT

We do not use the term 'consortium' locally. Our consortium model is an inverted triangle, comprising a Steering Group, 2nd-tier Forum and Open events for frontline organisations.

Steering Group:

Elaine Sammarco (Chair) – Chair, Voluntary Action Lewisham

Martin Howie – Director, Voluntary Action Lewisham

Brian Wagenbach – ChangeUp Project Officer

Kay Kelleher – Director, Volunteer Centre Lewisham

Kevin Haggarty – Director, REAL

Lewis Herlitz – Director, Pepys Community Forum

Sandra Jones – Head, Community Sector Unit, LB Lewisham

(awaiting new appointment) – Lewisham Primary Care Trust

Bartle Sawbridge – independent consultant

2nd-tier Forum (infrastructure organisations)

Voluntary Action Lewisham

Volunteer Centre Lewisham

Race Equality Action Lewisham

Lewisham Community Development Partnership

Lewisham Refugee Network

Deptford Community Forum

Bellingham Interagency

African Community Partnership

Neighbourhood Development & Research Project

Lewisham Neighbourhood Management

Representatives from Children & Young People Forum, Community Health & Social Care Forum, Training Providers' Forum, Community Development Workers Forums.

Representatives from statutory bodies attend for particular agenda items

On the Frontline events (from 2008)

Open events, especially for frontline organisations, to consult, share information, increase networking and co-ordination, and develop policy.

- Terms of reference for Steering Group and 2nd-tier Forum attached. (see following pages)

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

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