

CONSORTIA DEVELOPMENT FUND

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

Consortium Name: Barking & Dagenham ChangeUp Consortium
Geographical area: London Borough of Barking & Dagenham
Lead Body: Barking & Dagenham CVS

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Consortium Vision/Mission Statement:

Vision

An effective, accessible and sustainable Third Sector in Barking & Dagenham, able to realise its potential responding to need, working together and advocating for change.

Mission

The Third Sector in Barking & Dagenham will be:

- Sustainable, able to attract its required resources
- Able to access support and information
- Recognised, valued and respected
- Needs led when determining priorities
- Participatory and collective
- Able to meet the needs of its users
- Focused on equality and diversity as paramount to community cohesion
- Integrated into local economic and social regeneration initiatives
- Able to effectively use ICT and other appropriate technology
- Engaged in collaborative working through partnerships and networks
- Working together to share skills and resources
- Actively campaigning on issues affecting communities
- Involved in genuine and effective partnerships with other sectors
- In an environment where historical barriers have been broken down to create a clear, unified identity

Consortium Objectives

Aim 1: A Third Sector which is sustainable and able to attract its required resources

Objectives

- To improve the knowledge and skills around governance for staff, volunteers and trustees of VCOs
- To develop specific services for VCOs at different levels of development, enabling them to attract resources from within and beyond borough boundaries
- To strengthen both financial and environmental sustainability
- To support the effective development of new VCOs
- To help all VCOs develop access to relevant and appropriate funding streams, such as the Fair Share Trust programme
- To support appropriately robust analysis for new and emerging VCOs, ensuring unmet needs are being identified and encouraging co-operation with others as a way of avoiding unnecessary duplication
- To build and strengthen effective relationships with public agencies, strategically and operationally
- To support VCOs to access adequate and appropriate funding
- To support VCOs to increase the proportion of "earned income" against "grant income"

Aim 2: A Third Sector able to access support and information

Objectives

- To ensure that training accessed by VCOs is needs based and quality assured
- To maintain, develop and promote a Directory of borough-based VCOs
- To support generic organisations to improve their access to communities of interest
- To support the development of appropriate Web-based information
- To ensure access by VCOs to appropriate ICT support and resources
- To design and implement a communications strategy which informs VCOs of appropriate information and support available to them
- To provide back up advice for VCOs wishing to access new or established resources and services
- To lobby public sector bodies and relevant funders to clarify routes and criteria for funding

Aim 3: A Third Sector which embeds the principles of equality and diversity

- To support generic and "mainstream" organisations to improve access to their services by communities that are traditionally marginalised
- To identify and provide appropriate specialist infrastructure support where needs demand or where targeted provision is needed in a hostile environment
- To promote engagement of all communities with networks and consortia (and vice versa), ensuring transparency and inclusion

- To promote and support volunteering programmes that contribute to social cohesion and economic and social regeneration
- To promote and support partnerships between specialist and generalist infrastructure bodies
- To identify and promote appropriate and sensitive mechanisms for consultation and engagement with all communities
- To ensure that VCOs are representative and reflective of the diverse communities within the borough

Aim 4: A Third Sector able and willing to network and work collaboratively, both operationally and strategically

Objectives

- To promote and support partnership working as a means of achieving outcomes without loss of sovereignty
- To ensure investment of skill and financial resources to develop partnerships and networks
- To encourage and enable VCOs to work together when applying for funds or service contracts
- To establish and maintain a CEO/Senior Managers network for skill development, sharing good practice and promoting collaborative working
- To establish appropriate cross agency mentoring programmes for VCOs to grow and make strategic alliances
- To broker the development of thematic groups to facilitate strategic alliances, skill development etc towards consortia funding and service delivery applications
- To enable disparate groupings to interact at appropriate levels, eg. assistance with ICT, use of office or meeting space, and information provision
- To audit fora and other networks to ensure relevance, encourage joined up working and promote good practice

Aim 5: To promote volunteering within Barking & Dagenham

Objectives

- To improve the quality and range of volunteering opportunities
- To increase the number and diversity of volunteers, promoting cohesion and embracing all cultures, faiths and beliefs
- To strengthen civic renewal and engagement
- To encourage the ownership of the Volunteering Strategy within Barking & Dagenham
- To promote accreditation for volunteers and establish leadership programmes within the Third Sector

Aim 6: A Third Sector which is skilled to be effective and contribute to economic and social regeneration in the borough

Objectives

- To promote professional development within the Third Sector, ensuring access to adequate workforce development resources
- To identify and address barriers to employment and learning opportunities
- To promote awareness of National Occupational Standards for VCO Trustees

- To ensure that social enterprise is understood and accepted as a realistic option for groups serving the needs of their communities
- To promote the learning arising from Barking & Dagenham being a CLAC pilot, ensuring that front line agencies are aware of the developments of CLAC in the borough and ensuring that people with complex needs do not lose out in the new LSC environment of fixed fees
- To develop the skills base within the Third Sector relating to premises management
- To promote and implement a B&D Third Sector premises strategy
- To establish strategic and operational links with the Neighbourhood Strategy in Barking & Dagenham
- To ensure that VCOs are skilled in all aspects of financial management
- To ensure that VCOs are able to demonstrate added value to their work
- To ensure that the Third Sector benefits from community regeneration by encouraging planners and developers to include the needs of the Third Sector in building provision and ensuring that sub regional and local authority planners have an understanding of infrastructure needs

Aim 7: A Third Sector able and willing to operate in a changing environment, shaping and participating in the future

Objectives:

- To establish mechanisms for effective scenario planning within the Third Sector as a means to aid forward planning
- To research and analyse the impact of new Government initiatives on the Third Sector and to devise appropriate responses
- To examine cross borough arrangements as a means to build sustainable provision
- To involve a wide range of diverse VCOs, including those in the arts, sport and environment as well as those representing traditionally marginalised communities, to make a strong case about the benefits of involvement in the 2012 Olympics and Paralympics.
- To promote effective and robust research and analysis by the Third Sector as an integral part of strategic planning and service delivery
- To promote and support effective and robust monitoring and evaluation of all service delivery, including impact assessment and outcomes monitoring

Aim 8: A Third Sector actively campaigning on issues affecting communities

Objectives

- To provide opportunities for VCOs to identify and discuss issues affecting the communities they represent, in a policy as well as a service delivery context
- To promote and defend the Third Sector's independence and autonomy to campaign on issues affecting communities
- To ensure that VCOs have access to local and regional policy makers in order to effectively influence decisions affecting the lives of their members and communities
- To promote and celebrate the diversity of views and interests within the Third Sector, rejecting the false notion of "one voice" for the Sector

Aim 9: A Consortium that evaluates its effectiveness

Objectives

- To review the Consortium's effectiveness against the objectives set out above
- To have clear communication routes between the Consortium and frontline organisations
- To ensure that the Consortium has strategic links with public sector planners
- To ensure that the Consortium has effective relationships with statutory and non statutory funding bodies
- To ensure that the Consortium appropriately reflects the organisations and communities that comprise the Third Sector in Barking & Dagenham

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

A sustainable Third Sector which is able to attract its required resources

- Improved knowledge and skills around governance issues for staff, volunteers and trustees of 500 local VCOs
- National Occupational Standards for Third Sector trustees known to and integrated into the daily life of VCOs
- An annual 'State of the Sector' report identifies achievements and contributions, and analyses the needs and requirements of the Third Sector locally
- More effective management through improved structures and processes of VCOs
- Risk assessment and management understood and practiced by VCOs
- VCOs more actively participating in strategic partnerships, local initiatives and consultations, and have a greater role in influencing local and sub regional policy
- VCOs more aware of services and resources available and how to access them
- Volunteering Strategy promoting active citizenship implemented and owned by VCOs in Barking & Dagenham
- VCOs understand income diversification and have funding strategies that relate to their size and development plans
- Third Sector development based on need and relevance
- Neighbourhoods part of the framework of Third Sector provision in the borough, operating sustainable policies and integrated within a wider development strategy
- VCOs and funders engaged in meaningful dialogue about the ability to assess the cost of capacity in VCOs

Principles of equality and diversity embedded within the Third Sector

- BME and other VCOs representing diverse communities able to access mainstream capacity building programmes
- Specialist and generalist networks strengthened and used as vehicles to engage communities of interest to work together to share expertise and inform and shape the Third Sector
- A more inclusive Third Sector, with a greater awareness of institutional barriers to inclusion and diversity, and of practical strategies to address these barriers

Support and Information accessed by VCOs

- A hub of training services developed, enabling VCOs to have ease of access to training and support and encouraging quality assured training provision
- Relevant directories and web-sites up to date and utilised by VCOs
- Statutory and non statutory funders involve VCOs in the design of relevant and transparent application processes

Partnerships and Networks established

- Mentoring programmes established appropriate to different stages of development for VCOs and which promote collaborative working
- VCOs tendering for contracts do so in a competent manner reflecting their skill and capacity so to do
- CEO/Senior Managers network established facilitating practice sharing, partnership working and an ability to influence at a strategic level

Third Sector can and is seen to contribute to economic and social regeneration

- VCOs able to articulate their outcomes in terms of social and economic regeneration
- VCOs able to demonstrate added value and 'closeness' to users of their services
- The Third Sector demonstrates contribution to economic and social regeneration strategically
- The Advice Sector (specialist and generic) represented at a strategic level
- Town and environment planners consider the needs of communities and VCOs when planning and developing new 'estates'
- VCOs skilled to manage premises
- Undertakings reflected in the local Compact incorporated into the processing of applications, leases, rents and development of buildings as community assets
- The Neighbourhood Strategy implemented in the borough

Third Sector open to change and development

- Fora established for scenario planning, informing Third Sector development as well as public sector partners and non statutory funders
- Barking & Dagenham plays its full part in 2012, including volunteer involvement, social cohesion, and where appropriate being part of the supply chain
- The Consortium includes VCOs and networks representing arts, sport and the environment

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

A Third Sector which is sustainable and able to attract its required resources

BASIS application

Is it Seaworthy – assessing and funding the Capacity of Voluntary and Community Organisations (Workforce and Governance Hubs of Expertise)

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)

Barking & Dagenham 10 year Local Infrastructure Development Plan

Funding and costing workforce and governance development – a resource for the voluntary and community sector (Workforce and Governance Hubs of Expertise)

How to cost and fund ICT (ICT Hub of Expertise)

Consultation with stakeholders - 2007

A Third Sector which embeds the principles of equality and diversity

Consultation with stakeholders - 2007
Barking & Dagenham Black and Minority Ethnic Voluntary Sector Inclusion Report
London Sub Sector Report
London's Lesbian Gay Bisexual and Transgender Voluntary and Community Sector
Infrastructure Development Report (PIP)
Better Together – LSP Community cohesion strategy

A Third Sector able to access support and information

Mapping Report of ICT requirements in the voluntary and community sector of
Barking & Dagenham
ICT Resources available for the Voluntary & Community Sector in Barking &
Dagenham
Consultation with stakeholders – 2007

A Third Sector able and willing to network, and/or work collaboratively

Delivering Choosing Health: Building Capacity for Voluntary & Community Sector
Action in Barking & Dagenham – Discussion Paper
Creating a Vibrant Voluntary Sector – Business Plan
Commissioning & Procurement – Report and Toolkit (ELN)

A Third Sector that is skilled to be effective and contribute to economic and social regeneration in the borough

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)
A Strategy for Building a world class Third Sector in the London Thames Gateway
(London Thames Gateway Third Sector Steering Group)
ChangeUp London Infrastructure Development Plan

A Third Sector Able and Willing to Operate in a Changing Environment

Living Values – a report encouraging boldness in Third Sector organisations (Esmee
Fairbairn)
Risks and Opportunities for the Third Sector in the 2012 Olympic Games and
Paralympic Games (London Civic Forum)
Individual Budgets - Joseph Rowntree Research (current)

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

Main Implications include:

Finance:

Resources to bring together key partners to lead and participate in specific pieces of work

Inability to attract resources for research components of the plan will limit its (and the Sector's) ability to make an impact

Staff:

The Barking & Dagenham Business Plan will be co-ordinated by Barking & Dagenham CVS
A number of staff who will be delivering the Plan are already in post

Geography:

Parts of Barking & Dagenham feel more aligned with Essex than London, limiting VCOs' ability to work with other boroughs
Barking & Dagenham is considered by many with long memories as two different boroughs re-enforced by transport routes

Skills and Knowledge

The Consortium has a high level of commitment from its many members, all of whom are skilled and committed to the delivery of the Plan and what it represents.

Objectives within the Plan assume continued support from all partners with whom we work and continued support from those participating in the ChangeUp Consortium.

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

ChangeUp Worker

A member of the CVS Development Team and managed by a full time Development Manager. The post is part time. Their role is primarily to promote and facilitate the implementation of the workplan which will arise out of the ChangeUp Business Plan and to service the Consortium's work with frontline organisations. They will highlight the way ChangeUp projects can support VCO development, promote and facilitate networking and partnership working between VCOs and identify possible resources for ChangeUp projects.

The ChangeUp worker will convene and service ChangeUp Consortium meetings and any related Working Groups.

Necessary skills include:

Ability to work with a range of VCOs, identifying development needs
Ability to make connections, identifying potential sources of support of help to VCOs, and making links between projects
Ability to organise in an efficient and timely manner
Ability to analyse monitoring data and contribute to Impact Assessments and other reports
Ability to facilitate access to networks by developing effective relationships with Network leads

Ability to prepare bulletins and mailings for VCOs in Barking & Dagenham

Development Manager

The Development Manager has overall responsibility for project management and line management of the Development Team including the ChangeUp worker. As part of their responsibility, the Development Manager works closely with the ChangeUp programme, including implementation of the development work aspects of the 10 year Development Plan and specifically the strategic and business plans.

The Development Manager will undertake Impact Assessment components of the ChangeUp programme; evaluate the effectiveness of the projects identified in the Business Plan; and undertake monitoring and evaluation of the ChangeUp programme to ensure its relevance and effectiveness.

Development Officer (Governance)

The Development Officer is a member of the CVS Development Team with specific responsibility for Governance related issues. They organise and deliver training programmes and provide one to one support and advice on governance issues. The Development Officer will report on local governance needs and issues in order to effectively target support and resources.

Administrator

The administrator, a member of the Development Team, is part time. They are able to provide administrative support to the training programme, administer course bookings, mail out information and prepare and service training and monitoring forms. Their involvement will help the other staff members to focus on the development support needs of VCOs without being too distracted by admin needs.

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

Consortium members and the staff involved in the delivery of the plan will be clear, before the programme is rolled out, of targets and outcomes. Monitoring and evaluation is included in all aspects of the Plan. Regular reports will be produced and disseminated. An annual review process which includes engagement with the Third Sector will be used to monitor the impact of the Plan.

The tables contained within the Business Plan provide more detail on timescales for delivery.

INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium:	Barking & Dagenham
Lead body signature:	
Date signed:	31st December 2007
Date signed off by Consortium:	21st December 2007

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 "DT