



## CONSORTIA DEVELOPMENT FUND

### INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

**Consortia Name:** LinkUp  
**Geographical area:** London Borough of Hackney  
**Lead Body:** Hackney Council for Voluntary Service

**Contact details :**

Niall Sweby  
Director of Programmes  
HCVS  
84 Springfield House  
5 Tyssen Street  
London  
E8 2LY

[niall@hcvs.org.uk](mailto:niall@hcvs.org.uk)  
020 7923 8187

**Consortium Vision / Mission Statement:**

Through the ChangeUp Programme, Link Up Hackney will enable its members to develop capacity building support services which are proactive, joined up, responsive, high quality and sustainable. This support will help shape a sustainable, effective and influential voluntary and community sector that contributes fully to social capital activities, community engagement and public service delivery, helping make Hackney a better place to live, play, visit and work.

**Consortium Objectives:**

1. Building the capacity of LinkUp Hackney Network to effectively coordinate and support members in delivering services to frontline agencies
2. Carrying out research into VCS support needs
3. Communicating clearly and appropriately with frontline agencies
4. Improving the performance of the VCS in relation to Business Development, Management, Funding and Marketing
5. Improving the performance of the VCS in relation to legal issues, including governance
6. Enabling the VCS to secure and use appropriate ICT
7. Helping the create a better living environment for the VCS
8. Assist the VCS in developing its workforce, paid and voluntary.
9. .Improving the performance of the VCS in relation to Finance and Accountancy skills
10. Developing Social Enterprise and Sustainability in the Voluntary and Community Sector.

**SIX KEY CHANGES THE CONSORTIUM AIMS TO MAKE**

By 2014 LinkUP will have secured key changes in the following areas:

**1. Olympics**

- VCS to have played a key part in the success of the Olympics and benefited from the legacy of the games.

**2. Public Sector Services**

- Ensured recognition of VCS participation within the design of public sector commissioning to ensure the processes reflect local needs, engage the Sector and that the methodology accounts for the capacity of the VCS.
- The VCS to have consistently increased its share of successful tenders.
- For grants to remain a key part of VCS funding, ensuring no part of sector is ever marginalised

**3. Effectiveness and efficiency**

- VCS will operate within a culture of good governance, effective delivery & quality improvement.

**4. Sustainability**

- The local VCS has access a range of income sources; including grants and self-generated income.
- This funding is sufficient to support the delivery of their goals
- Participation in partnerships and progress to larger sources of income is a realistic option for all VCO's.

## 5. Partnerships

- The principles of the Compact are fully embedded across VCS and statutory agencies.
- A positive environment exists for developing and sustaining partnerships that supports VCO's and statutory bodies to work together

## 6. Infrastructure

- All VCO's have access to a well equipped range of infrastructure services and support; including appropriate and accessible premises, back office support, ICT, communications means and VCS networks

In achieving these changes, LinkUp will ensure that the independence of sector is maintained and that implementation of principles and practices of equalities, representation and advocacy is embedded across all of outcomes

### **CONTEXT INFORMING OUTCOMES**

These outcomes have been chosen from analysis of the research that LinkUp members have undertaken over the past three years along with consideration of the wider policy environment in which the Sector operates.

#### Research

Two key pieces of research have shaped this document; *Understanding the VCS Needs Better: An investigation of their Infrastructure Needs 2006*, produced by LinkUp and reviewing the Sector in Hackney and *Empowering EAST London 2004*, which surveyed the Sector in Hackney, Newham and Tower Hamlets. Several common areas were identified where change was needed and, if the root causes of the problems were addressed, could lead to considerable improvement in the effectiveness of the Sector in service delivery, advocacy and strategic engagement. The issues have been used as the basis for describing the intended outcomes of this plan.

- Greater scope for Sector to promote itself
- Need for greater public recognition of the importance and value of the sector
- Insufficient number and type of affordable appropriate premises
- Lack of both basic and advanced ICT tools and training to use them
- Considerable variation in approach and implementation of quality assurance

- High demand for support and training on fundraising especially but other issues
- Lack of common resource materials
- Poor engagement and communication with public sector bodies at all levels
- Higher than national average of financial insecurity, especially amongst small and BME organisations
- Lower than national average of self generated income, especially amongst small and BME organisations

### Policy Review

LinkUp also took into account the following policy documents which provided a context for the future of the Sector in terms of expectations from external stakeholders and their vision for the role of the Sector.

- Office of Third Sector Review, September 2007. This set national policy context for the role of the Sector for the next three years of the Comprehensive Spending Review.
- Mind the Gap, Hackney's strategy to reduce inequalities and poverty 2005-2015
- National Compact
- Hackney 2017 Report, November 2007. This outlined four possible scenarios for Hackney in ten year's time
- London Infrastructure Development Plan 2007-14. The regional policy document for ChangeUp
- London Regional Consortium Sub-groups 2007-14. Supported the regional policy for the specific sub-groups.
- East London ChangeUp Strategic Plan 2007-14. Provided the sub-regional context.

### LinkUp Review Sessions

- LinkUP held three review sessions in the Autumn of 2007, starting with a review using the CDF Toolkit.

## IMPLICATIONS OF STRATEGY FOR LINKUP

### Finance

- The consortium needs to develop appropriate financial planning mechanisms in place to identify what resources individual projects need and to track expenditure across members.
- Because participation in LinkUP strategic work is not resourced, it is typically an additional cost for Chief Officers. LinkUp needs to develop a budget to support members' participation, particularly from smaller organisations at meetings of consortium and for engaging with front line organisations, particularly to ensure access.
- Many of the projects do not have a specific income stream identified or agreed and so fundraising is a priority as well as a barrier to implementation.

### Staff

- LinkUp functions and activities need to be written into staff and volunteer job descriptions of members, not seen as 'additional to'.
- There is a deficit in support for those working in second tiers, particularly at Chief Officer Level. To improve its effectiveness LinkUp needs to consider how to provide this support to ensure continued participation of staff over the medium and long term.
- Demand for capacity building services, particularly in areas of fundraising and income generation consistently exceeds provision and the consortium needs to increase its capacity in this area.
- Staff within consortium members should be familiar with LinkUp targets and goals and able to identify how their work fits within the plan.

### Volunteers

- The Olympics will create a considerable demand for volunteers and the consortium needs to consider how best to deliver recruitment, progression and training of volunteers across all of its projects.
- When the LAA is refreshed in June 2008, projects around volunteering should be reviewed to reflect the targets of the LAA.

## Geography

- Any future mapping exercise should research how accessible the distribution of services and VCO's is across Hackney
- Politically there should be a clear demarcation of responsibilities with CEN, Hackney Council and role of Compact, particularly around areas of equalities networks, neighbourhood representation and engagement
- LinkUp Strategy needs to connect as much as possible to the 1,000 strategies produced by Hackney Council.
- The social and economic disparity within Hackney would seem to be growing and any attempt to deliver infrastructure services needs to account for this as well as scrutinising borough strategies to check that they address reducing inequalities.

## Skills

- Cross-consortium analysis of skills available and gaps should be undertaken at regular periods.
- Projects within the LinkUp business plan need to have stronger links to the aspirations of the strategic plan and will require development of an over arching performance management framework.
- LinkUP to ensure as a consortium it has skills to deliver specialist services to different equalities sectors and to community level organisations.

## Knowledge

- LinkUp needs to ensure information on infrastructure services is kept current to ensure clients are referred to agencies with proper skills
- Research into VCS needs should be undertaken at regular intervals. Research should address mapping of communities and level of specialist support available to each equalities sector, areas of competition particularly advice services,
- LinkUp needs to develop systems for effective sharing of knowledge about local VCS and other issues/activities
- Ensure there is clear understanding of the difference between the terms 'Voluntary and Community Sector' and 'Third Sector'.

## **Equalities**

### London Regional Consortium Comments

- Support the development of specialist Equalities and Diversity infrastructure where the need has been identified and increase the take up of infrastructure services by these organisations.

### LinkUp Comments

- There is no single overarching equalities forum or organisation within the borough. LinkUp should work towards developing a single place for equalities issues to link with the Local Authority's Unit.

## **Olympics**

### London Regional Consortium Comments

- The 2012 Olympic and Paralympic Games are a "Big Opportunity" for the VCS to work towards its goals. Research indicates the VCS across London need to engage with 2012 because whilst the 2012 Games are taking place in east London it affects all of London. 2012 can be a vehicle to engage with neighbourhoods, promote cultural opportunities and be part of the Olympic supply chain through training and skills development. We will support the work of the VCS 2012 Steering group and promote opportunities locally.

### LinkUp Comments

- Currently there is poor engagement with statutory administration of Olympics. In order to meet the desired outcome LinkUp and other leading VCO's will need to push the case for VCS involvement, particularly in the areas of Paralympics, culture, volunteering and amateur sports.

## **Premises**

### London Regional Consortium Comments

- There is an urgent need to both build and develop the third sector skill base regarding all aspects of premises management, plus intense training support programmes designed and delivered to community based organisations wishing to develop 'community anchor' organisations and grow community enterprise (the most complex business model within social enterprise). We will work with the LRC sub-group to ensure local groups have access to specialist regional service providers.

### LinkUp Comments

- Lack of affordable and appropriate premises is a significant issue in the borough and to achieve the outcomes will need to remain a priority of the consortium. This may need bringing in

specialist or dedicated resources to accomplish and be responsive to the progress of the Council's premises strategy.

## Neighbourhoods

### London Regional Consortium Comments

- Neighbourhoods are small, locally recognised and understood areas. Often organisations operate within these areas, often with little funding and no paid staff. They are not usually on the radar of statutory providers. It is important to ensure that infrastructure services reach out to these smaller organisations at a time and with an approach suitable to them.

### LinkUp Comments

- Tenants and Residents Associations are poorly served within LinkUp and lack opportunities to fully participate in regeneration and development processes. LinkUP needs to ensure that mapping of the sector and service provision include this group.

## **ROLES OF KEY PEOPLE/ORGANISATIONS IN DELIVERING THE STRATEGY**

Organisation / Person	Role	Timescale
HCVS	LinkUP Lead	<ul style="list-style-type: none"> <li>• Apr 08; Begin recruitment of coordinator</li> <li>• Apr 08; Review use of website and promotion</li> <li>• Apr-May 08; 1<sup>st</sup> Meeting of Consortium. Agreement of annual workplan</li> <li>• Jul 08; Coordinator in place</li> <li>• Sept 08; Q3 review of business plan</li> </ul>
Project Leads	Lead on specific projects	Refer to project timescale

**TIMESCALES, KEY STEPS AND PROCESS FOR REVIEWING STRATEGY**

<b>Who</b>	<b>Process</b>	<b>Key Step</b>	<b>Timescale</b>
HCVS LinkUp lead	Consultation with consortium	Compile monitoring information of progress against targets Present to consortium for discussion and review of plan	Oct 08, 09, 10
HCVS LinkUp lead	VCS survey/research	Post & e-mail survey Telephone sampling Analysis of client records	Sept 08, 10
HCVS LinkUp lead	Intermediate Review of Strategy and Plan	Revise annual action plan with consortium	March 08, 09, 10

## **RESOURCES NEEDED TO ACHIEVE AIM**

To implement this plan the LinkUp network will require access to the following resources

- LinkUp Coordinator Full Time
- Community Accountancy Worker Full Time
- Information Worker Part time (10-20%)
- Sustainability/Outreach Officer Full Time
- Employment Advisor Full Time
- Community Accountancy Worker Full Time

In addition, individual members of LinkUp will have their own staff whose work will contribute towards the targets of the network.

In addition the Network will require £108,000 over the three years of the business plan for project costs and evaluation and a target of £10,000 to support groups in purchasing ICT equipment.

Management costs are expected to run to £62,000 again over the three years of the business plan.



## **INFRASTRUCTURE DEVELOPMENT STRATEGY**

**Name of Consortium: LinkUp**

**Lead body signature:**

**Date signed:**

**Date signed off by Consortium:**

## 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

Development of a Terms of Reference is part of the target for 2007/08 development plan that was developed from the CDF toolkit.