

## INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

**Consortium Name :** Redbridge ChangeUp Consortium

**Area of Benefit :** London Borough of Redbridge

**Lead Body :** Redbridge CVS

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### Consortium Vision / Mission Statement:

#### Vision for sector development in Redbridge

The need for strong and positive relationships between the voluntary and community sector and Council and other public sector organisations is well recognised in Redbridge. All parties see a sound and supported third sector as a key ingredient in achieving local strategic priorities and Local Area Agreement objectives. The strategic development of ChangeUp in Redbridge has been led under the direction of the Local Authority/Voluntary Sector Partnership, and Redbridge Strategic Partnership. This, together with other initiatives and the revised Compact provide a new approach to working together on areas of common interest and for the benefit of all parties. The vision for sector development in Redbridge is informed by previous and ongoing consultation which has highlighted the following:

- Developing and involving the diversity of local communities;
- Improving communication and consultation;
- Increasing access to services and range of services available;
- Improving access to funding, security of funding and identified local commissioning intentions;
- Focusing on action and not words;
- Assuring the effectiveness of the sector

**In short we see a well supported, well integrated sector which is fit for purpose in the 21<sup>st</sup> century.**

There are a number of specific local and regional opportunities which the Redbridge Changeup Consortium aims to ensure that the community and voluntary sector in Redbridge benefits from. These include 2012 Olympic and Para-Olympic Games, CrossRail, and the Thames Gateway . The Consortium is also seeking to support Redbridge groups to secure more London Councils funding.

There is also a need to positively challenge the external perception of the borough as an homogenous relatively prosperous community, without pockets of extreme deprivation and poverty that exist within some communities.

Currently the steering group is working towards the long term vision for the local sector, recognising the need to ensure the ongoing development and support of a capable, robust, and sustainable community and voluntary sector that fosters closer and improved working relationships with all parts of the local statutory sector.

#### Mission

To ensure the voluntary and community groups in Redbridge are fit for purpose by:

- building the capacity of groups and individuals in the VCS workforce;
- providing appropriate infrastructure support;
- enabling organisations to provide service that meet the needs of users and

commissioners/grant funders;

- Improving accountability and transparency;
- assuring good standards of governance, management and delivery of services.

These four themes are:–

- *Participation*
- *Representation*
- *Empowerment*
- *Improvement*

For this to be realised we need to undertake a strategic, integrated and managed programme of infrastructure development and capacity building, which will require dedicated co-ordination.

### **Consortium Objectives:**

1. To increase and improve organisational development support and facilities available to front-line community organisations –
2. To raise the profile of the borough, its communities and areas of need
3. To support and develop opportunities for front-line organisations to access benefits from and input into the decision making processes that govern local and sub regional development and regeneration programmes.
4. To continue to map shortfall in the existing provision of infrastructure support services and facilities
5. To raise the profile of the work of the consortium amongst community organisations statutory partners and others
6. To act as a central point for the development of new services, informed by evidence based research into gaps in service provision
7. To develop and promote an improved understanding of the broad range of equalities issues, social inclusion and community cohesion across the borough
8. To support front-line organisations to access specialist strategic support services particularly in relation children and young people, health housing, advice services, and BAME communities
9. To promote and ensure the development and benefits of volunteering opportunities for individuals and organisations within the borough.

### **What are the key changes that the Consortium aims to make over the next 6 years? Over the next six years the Redbridge Change up Consortia wishes**

**Obj 1.** To increase organisational development support and facilities available to front-line community organisations

Outcomes

- 1.1. By 2014 a total of 180 (30 per annum) front-line community and voluntary organisations to be measurably better managed, more effectively governed, and have increased opportunities for sustainability.
- 1.2 By 2014 to support four existing Redbridge organisations to develop/increase annual turnover to exceed £1 million
- 1.3 By 2014 12 front-line organisations to secure their own or shared premises
- 1.4 By 2014 the Consortium will have established and supported community anchor organisations in 50% of the wards within Redbridge
- 1.5 By 2014 to enable a further 12 organisations to achieve quality mark/ accreditation

**Obj 2.** To raise the profile of the borough , its communities and areas of need with potential funders

Outcomes

2.1 By 2014 the Consortium will have encouraged 12 new private, and public sector funders to invest or increase their investment in Redbridge's front-line community organisations,

2.2 By 2014 the Consortium will have encouraged 18 charitable trusts and philanthropic donors to support front-line community organisations and in so doing generate a 20% increase in income relative to the number of existing and emerging organisations within six years

**Obj 3. To support and develop opportunities for front-line organisations to access benefits from and input into the decision making processes that govern local and sub regional regeneration programmes**

Outcomes

3.1 By 2014 the COMPACT and the principles of engagement and practice contained within it will be and will be widely known, understood and used by both statutory partners and community and voluntary sector agencies.

3.2 By 2014 to have supported more active community and voluntary sector engagement in the procurement and commissioning processes for Health and other statutory services.

**Obj 4. To continue to map any shortfall in the existing provision of infrastructure support services and facilities**

Outcomes

4.1 By 2014 the Consortium will have developed a robust collection of qualitative and quantitative data to support ongoing and future infrastructure support needs, and will have developed a Redbridge Community and Voluntary Sector Research Bank

4.2 By 2013 100 front-line organisations will be able to use the Research Bank tool to further funding applications

**Obj 5. To raise the profile of the work of the Consortium amongst front-line community organisations and statutory partners**

Outcomes

5.1 By 2014 to ensure that 80% of front-line organisations are aware of, and able to access the infrastructure support services of the Redbridge ChangeUp Consortium partners

5.2 To retain and encourage representation and active involvement (starting at 50% attendance of meetings in year 1 and rising incrementally to 75% attendance of meetings by 2014) in the Consortium from the London borough of Redbridge, the PCT, NELMHT (North East London Mental Health Trust), and the Police

5.3 To ensure that all local elected members are informed as part of their induction and annually thereafter about the work of the Changeup consortium and that a lead elected member is adopted as a Changeup Champion.

**Obj 6. To act as a central point for the development of new services, identified by research in gaps in public service provision**

Outcome

6.1 By 2014 80% of all new and emerging organisations in the borough will be provided with induction materials and an induction programme on the Redbridge Changeup Consortium, which will also include a customised induction into key agencies and individuals working within the same thematic (service delivery) area. Individuals and organisations will be more closely engaged with infrastructure support services locally, as well as better networked with peers

**Obj 7. To develop and promote an improved understanding of the broad range of equalities issues, social inclusion and community cohesion across the borough**

#### Outcomes

7.1 By 2014 the needs of equalities groups and their service users will be better understood by all local stakeholders

7.2 By 2014 the needs of equalities groups working with people and communities who experience discrimination because of their age, disability, religion or belief, gender, race, refugee/migration status, or sexual orientation will be supported through specialist infrastructure support where necessary

#### **Obj 8. To input and support front-line organisations to access specialist strategic support services to advance thematic areas of work i.e. children and young people, health and social care services, services for those with a disability, faith, housing, advice services, BAME communities**

##### Outcome

8.1 By 2014 60% of front-line organisations providing specialist work will be better informed and able to access funding opportunities, access additional resources and inform local, regional and national decision making

#### **Obj 9 To ensure the development and benefits of volunteering opportunities for all to individuals and organisations within the borough.**

9.1 By 2014 all organisations will be able to access policies and procedures to ensure recruitment, retention and support of volunteers within their organisations.

9.2 Individuals wishing to volunteer will have access to support and training to enable access to appropriate placements

9.3 1.8 By 2010 to develop and expand the Volunteer Centre provision

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

The aims are based on the sector the local infrastructure and capacity building plan for Redbridge in 2005 needs analysis and subsequent updating to reflect the findings of the Redbridge Corporate Assessment (2007); the findings of three pilot initiatives (the governance, mentoring and leadership programme); the training needs analysis and the roll-out of computers and support facilities to local groups during 2006. The mentoring programme in particular has illustrated the need for a broader range of support services for voluntary sector managers.

There are some specific key local drivers which include:

- Redbridge Strategic Partnership LAA Phase 3 Submission (2006-2009) 'A Better Place to Live' 6<sup>th</sup> February 2006;
- Making a Difference in Redbridge – Community Strategy Action Plans;
- Redbridge Corporate Strategy 2006-2010;
- Concordat 2;
- Primary Care Trust Key Priorities and Business Plan 2007 / 2008;
- Primary Care Trust Commissioning Strategy 2006 / 2009;
- Primary Care Trust Communications and Community Engagement Strategy 20/3/07;
- Joint Commissioning Strategy Adult Social Care 2005 – 2008;
- Redbridge Supporting People Five Year Strategy;
- Redbridge Equalities Scheme;
- Redbridge Sustainable Communities Strategy;
- Redbridge draft revised Compact 2008-2011
- London VCS Premises Research Study (2007)
- Redbridge ChangeUp plan - a local infrastructure and capacity building Plan for Redbridge voluntary and community sector 2005.
- Draft Evaluation Report of Redbridge LEAD/ Redbridge VCS Training Consortium (2008)

And regional and sub regional drivers

- Building A World Class Third Sector in the Thames Gateway
- London Councils Service specifications, 1b (Volunteering), 15 (Community Accountancy Services), 16 (CVS engagement)
- East London ChangeUp Consortia.
- National Insurance Numbers by country of origin 2006/7 (Department of Work & Pensions)
- Census Data 2001

Raise Project Case Studies – Samina Jaffer & Bill Gent (2005) The role and future development of black and minority ethnic organisations (Centre for research in ethnic relations at Warwick University and CSR Partnership – March 2001)

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

To meet the targets set in this strategy the Consortium needs: funding for a Consortium Co-ordinator; a memorandum of understanding between the key steering group members, committing them to the delivery of component parts; community champions within each ward to bring in local expertise and input; contacts with funders and regional funders such as London Councils.

**Finance** – in order to meet the outcomes identified in the strategy, there will be a need to fundraise for individual pieces of work and activities, some of which sit beyond the existing remit and work programme of existing Consortium members, whilst such work is initiated in the Consortium's fundraising plan, there is still a need for an element of pump-priming for individual activities, and for financial resources to manage the co-ordination of the project i.e. a dedicated Changeup Co-ordinator. In addition the Consortium also needs to ensure that organisations managing budgets on behalf of the Consortium for individual pieces of work have the necessary structures, experience and skills to manage finances appropriately and monitor delivery of agreed outcomes, with sufficient resources for overheads.

**Geography** – Currently, there is a concentration of community and voluntary sector activity within the central Ilford area and to the south of the borough. In order to improve reach and provide better access, a cultural change is required to encourage organisations away from the Central Ilford area and to promote options to develop community anchor organisations, and develop and deliver services from other community venues. (Outcome 1.3, 1.4)

**Knowledge** – Whilst acknowledging the current Consortium members' experience and knowledge, this is often in their own specialism, there is therefore a need to recruit or capacity-build local members to provide particular expertise in media profile, campaigning, advocacy and public relations (outcome 2)

There is also role for the consortium to actively promote and develop the Compact and Compact culture in consultations by public sector partners to ensure adequate time for community and voluntary sector agencies to prepare and engage effectively (outcome 3). This will require Redbridge Changeup Consortium to actively promote the opportunities it offers for effective stakeholder engagement and consultation to public sector agencies and other sectors.

**Skills** – There are some of the larger national charities located within the borough and it would be particularly beneficial to the Consortium to access their skills and resources. Their skills and experience could assist existing medium to large community and voluntary organisations who are seeking to increase in size and turnover, through mentoring and in-kind support.

To facilitate outcome 1.3 and 1.4 a ward based audit of the organisation location of the current steering group members would identify any imbalance in the geographical distribution, and as a consequence require rotation of meeting venues.

There is an awareness that the Consortium is currently well supported on race and refugee issues, however, it has less active representation on other equalities issues. There is a need to ensure that faith, age, LBGT, and disability focussed agencies are also more actively engaged with the Consortium and potentially within the steering group.

**Staff** – The Consortium needs a dedicated officer to manage the proposed work programme effectively, and to provide synergy and co-ordination between the various objectives, as well as providing a focused response to any new initiatives and developments. It would be beneficial if recognition was given by organisations to their commitment to engagement in the ChangeUp agenda. This could be encouraged through formal agreements with member groups. Where organisations have designated specific officers as steering group members, engagement should be included in the named officer's job description.

**Volunteers – Trustees and Management committee members** are one of the largest groups who are currently largely unaware of the ChangeUp agenda. There is an urgent need for the Consortium's communication strategy to target trustees and offer support to them in order to encourage their agencies to access and participate in the opportunities offered by Changeup.

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

Organisation / Person	Role	Timetable
RCVS	Lead accountable body	Quarterly monitoring return
RCVS (Objective 1, outcome 1.1)	Lead on OD support	Ongoing
RCVS (Objective 1, outcome 1.2, 1.3)	Lead on premises/facilities and anchor organisations	As per funding
Consortia Members (objective 1, outcome 1.4)	To support local groups	ongoing
RCVS (Objective 1, outcome 1.5, 1.6, 1.7, 1.8)	To provide appropriate information, advice, support and training to VCS in Redbridge	ongoing
RCVS, North East London Community Foundation, London Borough of Partnerships (Partnerships Team), Barnabas (Objective 2, Outcome 2.1, 2.2)	Lead on raising the profile of the borough and communities and areas of need	In conjunction with the Consortium's communication strategy
RCVS (Objective 3, Outcome, 3.1, 3.2, 3.3, 3.4)	Lead on regeneration engagement	Ongoing
RCVS RAMFEL with University of Hertfordshire (Objective 4, Outcome, 4.1, 4.2)	Coordinate, support and facilitate process Lead on research Lead on research for asylum, migrant and refugee community organisations and	Development Grant application to Big Lottery April 2008 Early indicator information to be made available on RAMFEL website with link on

	service user needs	RCVS website by April 2009
All Steering group members (Objective 5, Outcome 5.1)	To raise the profile of the Consortium amongst front-line community organisations	Ongoing
All Steering group members (Objective 6, Outcome 6.1)	To identify gaps in local services	Standing item at steering group meetings
RCVS, RAMFEL & Redbridge Equalities Council (Objective 7, Outcome 7.1, 7.2)	Facilitate and support VCS, community and statutory sectors engagement	Quarterly meetings from April 2008
Redbridge Faith Forum & RCVS (Objective 8, outcome 8.1)	Faith Forum to lead faith based intervention in the Changeup Consortium	Faith Forum to join Redbridge Changeup Consortium
RAMFEL, RCVS and Redbridge CAB (Citizens Advice Bureau)	Chair and facilitators for Redbridge Advice Forum	Meeting bi monthly
RCVS, RAMFEL & CLSP (London Borough of Redbridge Community Legal Services Partnership); supported by adviceUK, Age Concern, Redbridge Disability Association, Redbridge Forum and Redbridge Concern for Mental Health (Objective 8, outcome 8.1)	Lead on advice services	Application to Big Lottery Fund by 4 <sup>th</sup> April 2008  Facilitation of meeting with Legal Services Commission 2010
RCVS, RAMFEL & HACT (Housing Association Charitable Trust and Family Mosaic)	Development of resource material and training on access to supporting people market	November 2008
LBR (Partnerships team) (Objective 5, outcome 5.2, and 5.3)	Facilitate access to Council officers/Members	As needed
LBR	Provide information and appropriate resources	As required
RCVS, Redbridge College, Bridge (objective 9 outcome 9.1, 9.2)	Facilitate access, develop and provide resources where appropriate	Submit funding applications to support development of the centre and to ensure contribution to 2012

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

The Redbridge ChangeUp consortium will undertake ongoing review of the Infrastructure Development Strategy and Business Plan by reviewing progress on the action plan through the cycle of meetings and through project/theme specific reporting. In addition there will be an annual review meeting, which will formally review and update the plan (We currently hold annual review events). Prior to such a review the following steps and actions will

have been undertaken:

1. A survey of front-line community organisations needs (bi-annually)
2. A report by the accountable body on the progress of the work-plan against key milestones, and targets.
3. A written report, with SWOT analysis, from the lead agencies in each of the key areas, of their area of work over the last 12 months.

At review consideration will be given to the broader and external factors, by using facilitated methods such as PEST/PESTLE analysis and stakeholder mapping. This information together with a review of the achievements of the programme to date will form the basis of annual review discussion and determine and prioritise options for the future, and record these in a revised SMART action plan.

## **INFRASTRUCTURE DEVELOPMENT STRATEGY**

**Name of Consortium:** Redbridge Changeup Consortium

**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