



## CONSORTIA DEVELOPMENT FUND

### INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

**Consortia Name:** Havering ChangeUp Consortium

**Geographical area:** Havering

**Lead Body:** Havering Association of Voluntary and Community Organisations (HAVCO)

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#### Consortium Vision / Mission Statement:

##### Vision

To respond positively to the needs of the voluntary and community sector (VCS) in Havering.

##### Mission

The infrastructure organisations in Havering will provide support which will build and empower local frontline voluntary and community organisations (VCOs) through working together.

#### Consortium Objectives:

##### Aims

The Havering ChangeUp Consortium will support VCOs in Havering by:

- Providing accessible infrastructure support services to local frontline VCOs to a high standard.
- Ensuring infrastructure support meets the needs of local frontline VCOs for increased sustainability.
- Capacity building infrastructure support organisations to develop and maintain appropriate services to front line organisations.
- Ensuring equality and diversity underpins ChangeUp delivery and vision.
- Identifying models of good practice for stakeholder engagement.
- Promoting ChangeUp good practice, associated delivery and support through a variety of media.
- Ensuring the ChangeUp vision informs activity, actions and underpins monitoring.
- Gathering evidence to support the ongoing development of the Consortium services.

- Avoiding duplication through bringing providers together and delivering comprehensive support services.
- Developing and providing training opportunities for local VCOs.
- Identifying models of good practice for performance management and impact assessment.
- Providing networking opportunities for VCOs to work together in partnership.
- Developing the skills of Consortium members.
- Working with sub-regional and regional bodies.

### Objectives

The objectives which are outlined below indicate how the Consortium plans to achieve the above aims over the next 6 years:

- Support and develop frontline organisations through the development of relevant services.
- Increase the capacity of infrastructure support organisations to deliver a comprehensive sustainable range of services.
- Develop a single equality scheme to promote the equality and diversity agenda.
- Increase and improve the quality of support available to the sector in implementing performance improvement tools locally and through sub-regional and national resources.
- Improve the effectiveness, representation and quality of Management Committee/Trustee Boards within the VCS in Havering.
- Respond to local need for affordable, suitable office, meeting room and training space for the local VCS, including the setting up of a shared building.
- Ensure access to affordable, high quality financial management support.
- Improve the quality of funding applications and increase VCS awareness of commissioning procedures and sustainable funding streams.
- Improve current support available to the local VCS around recruiting, training and developing volunteers and volunteer management.
- Develop a greater range of local accessible services to develop the local VCS workforce and support human resources issues.
- Improve local ICT support and develop robust ICT strategies.
- Ensure that the consortium is open and transparent and has robust communication methodologies.
- Develop the Consortium, ensuring it becomes 'fit for purpose'.

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

The Consortium aims to make the following key changes over the next 6 years to:

- Ensure frontline organisations in Havering are able to access relevant services, which increase their capacity and sustainability.
- Increase the capacity of infrastructure support organisations to support frontline organisations to become more sustainable.
- Ensure local VCOs have a better understanding of the equality and diversity agenda through training and support for 50 organisations a year.
- Continue to promote engagement and develop networking opportunities with those groups working with local neighbourhoods and the 'equality strands' including gender, gender reassignment, disability, sexual orientation, religion or belief and age.
- Provide access to support and information for 50 organisations a year to increase their knowledge and implementation of performance management tools.
- Raise awareness and provide support and training for 150 organisations (to 2014) of best practice in relation to governance.
- Increase the capacity of infrastructure support organisations to support local VCOs to manage and gain access to suitable, affordable and accessible premises.
- Increase the capacity of infrastructure support organisations to deliver quality accredited financial management support with 15 frontline organisations per year.
- Increase the sustainability of infrastructure support organisations to deliver fundraising support and build the capacity of frontline organisations in putting together funding applications.
- Provide capacity building support and information for 150 organisations (to 2014) to increase their knowledge of the procurement agenda and alternative funding streams.
- Build the capacity of 20 organisations a year in managing and developing volunteers and increase awareness of volunteering opportunities available locally and through the Olympics.
- Provide training and support to Volunteers and Managers of local VCOs around the Olympics.
- Develop sustainable access to HR support for VCOs across Havering.
- Develop the workforce of local VCOs through access to skills development support and training.
- Provide ICT and Media health checks and support the development of Media and ICT strategies with 200 organisations (to 2011).
- Develop a sub-regional ICT circuit rider project which will provide support and information for 50 local VCS organisations per year.
- Develop communication methodologies to ensure VCOs are involved in the ChangeUp process and can participate in making informed choices around infrastructure support needs.

- Ensure the Consortium is enabled and supported in becoming 'fit for purpose' to deliver infrastructure support.

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

During the past two years, the Havering Consortium has undertaken mapping, or been involved in commissioning the following research into the needs of the VCS in Havering:

- Havering ChangeUp Plan (June 2006)
- Competitive Tendering (May 2005)
- Financial Report (May 2006)
- ICT Surgeries Pilot Report (June 2006)
- Legal Report (June 2006)
- Premises Report (Sept 2007)
- Social Enterprise Business Mapping (Feb 2006)
- Support Needs Mapping – *Performance Improvement, Workforce Development, Governance and Financing Voluntary and Community Sector Activity* (March 2006)
- Volunteering Report (May 2006)

Findings and recommendations from this research, the Consortium Awayday and the Consortium Assessment have led to the identification of the key changes (outcomes) above. In addition consultations have taken place with local VCOs to prioritise infrastructure development needs and discussions held with local development support workers, the East London CVS Network, East London ChangeUp Consortia and the LRC premises sub-group.

The following sub-regional, regional and national research also substantiates evidence of need and includes relevant data:

- East London Infrastructure Investment & Development Plan (ELN Oct 2005)
- Commissioning & Procurement: Fit for Purpose? (ELN May 2006)
- BME VCS Infrastructure in East London sub-region (MiNet May 2007)
- Open to Options: Developing HR & Legal Support (ELN Dec 2006)
- Developing ICT Support to VCOs in East London (ELN Oct 2006)
- Staffing a Collaborative Project (NCVO)
- Guide to Managing ICT in the Voluntary and Community Sector (NCVO, 2007)
- How to Cost and Fund ICT (NCVO, 2007)
- Funding and Costing Workforce and Governance Development (Workforce Hub, 2007)
- London Employment and Skills Taskforce for 2012 – Action Plan to maximise the employment and skills benefits of the London 2012 Olympic Games and Paralympic Games (LDA)
- London VCS Premises Research Study (Environment Trust Associates, 2007)
- Building Blocks – Developing second-tier support for frontline groups (City Parochial Foundation, 2007)
- A Strategy for Building a World Class Third Sector in London Thames Gateway (TGLP Nov 2006), pages 44-52
- Building a World Class Third Sector Workforce in East London (TGLP Nov 2006), pages 34-59

- London Infrastructure Development Plan (LVSC April 2006)
- Destination 2014 (Capacitybuilders July 2007)

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

The main implications for the Consortium include:

**Finance:**

- Funding for resources to deliver projects, outputs and Consortium Development Plan, including monitoring and evaluation.
- Identifying resources and building capacity of infrastructure support organisations to take the lead on project delivery.
- Insufficient financing of resources in year one could impact on delivery of subsequent yearly objectives.

**Staff:**

- Staff resources including co-ordination and administrative support required for co-ordination and delivery of the Plans and Consortium objectives/assessment plus project delivery x 1 full time/1 part time.
- Project workers and administrative support required for delivery against plan objectives x 2 full time/2 part time.
- Ensuring skilled and qualified staff are recruited to project posts.

**Volunteers**

- Project delivery will utilise volunteer support as and when required.

**Geography:**

- Ensuring ChangeUp delivery reaches all parts of the borough, which is widespread (PEST Analysis).
- Targeting of those not currently involved in ChangeUp and reaching smaller as well as larger groups thereby enabling full participation.
- Utilising support available from sub-regional, regional and national resources.

**Skills & Knowledge:**

- Delivery of the Plan undertaken by those with relevant skills and knowledge.
- Consortium members will be able to access a programme of development, with new members and partnerships bringing required skills and knowledge onto the Consortium.
- Plan co-ordinated by staff with knowledge of the VCS.
- Plan objectives will utilise Consortium expertise with support from sub-regional, regional and national bodies.
- Objectives within the plans based on continued support from Consortium members and involvement of local infrastructure development organisations.

In order to deliver this Infrastructure Development Strategy the Consortium has identified that it is important to work with local, sub-regional and regional infrastructure providers to build the

capacity and strengthen the ability of VCOs to deliver high quality services to local communities and help improve the quality of life of Londoners. The key areas and issues which this Strategy will draw on includes:

### **Advice**

Support the development of an Advice for Londoners Strategy, increase communication at a local level and provide information to VCOs in Havering on the work of the LRC Advice sub-group. Provide website link information through Newsletter articles to LVSC's ChangeUp section.

### **Equalities**

Support the development of specialist equalities and diversity infrastructure, a need identified in Havering, to increase take up of infrastructure services by these organisations.

### **ICT**

Support the development of access to sustainable ICT services across the London Region, particularly through the ICT Circuit Rider Mini-Hub resource, to improve the ability of VCOs to manage their data and finances and promote and market their services to service users, funders and stakeholders.

### **Income Generation**

Support capacity building activities, a priority identified to increase sustainability in Havering, to encourage the sector to become more enterprising and work with specialist providers for specific activities where required.

### **Neighbourhoods**

Ensure infrastructure services reach out to smaller organisations at a time and with an approach suitable to them. Particular projects and Consortium objectives will target neighbourhoods and community organisations operating within these areas. Demographically Havering is widespread although some communities are focused in specific wards e.g. Upminster (older people), Rainham (single unmarried mothers), Emerson Park (BME communities), Harold Hill and Mardyke (deprived communities). Working with the Havering Federation of Community Organisations will provide particular targeting of community organisations working with these groups.

### **Olympics**

Support the work of the VCS 2012 Steering group and promote opportunities locally. There is a need to engage with 2012 as it affects all of London and can be a vehicle to engage with neighbourhoods, promote cultural opportunities and enable the VCS in Havering to be part of the Olympic supply chain through training and skills development.

### **Premises**

Work with the LRC sub-group and provide representation to ensure local groups have access to specialist regional service providers. There is an urgent need to both build and develop the sector's skill base at a local level, regarding all aspects of premises management and deliver intense training support programmes designed and delivered to community based organisations

wishing to develop 'community anchor' organisations and grow community enterprise.

### Volunteering

Support the work and role of the local VCS and promote the value of participating in sub regional volunteer networks. Work with local infrastructure support organisations and develop capacity building programmes on recruiting and managing volunteers.

### Workforce Development

Secure adequate workforce development resources, a priority in Havering, by lobbying key bodies to make a case for workforce development resources; this will include LAA, LSPs, and PCTs. Access resources through local, sub-regional and regional workforce development advisors to develop work.

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

Organisation / Person	Role	Timescale
HAVCO (with ChangeUp Consortium and Havering Federation of Community Organisations)	Manage funds/finance, implement Plans	Quarterly submission of monitoring reports.
	Lead on premises	Feasibility study to start Sept 08. Business Plan completed Mar 2010. Development of a Premises Strategy for London Thames Gateway with East London CVS Network. Funding identified by Mar 2011 to take forward shared VCS building.
	Lead on quality review	Research into quality standards to commence April 2008. Implementation to begin June 2008. Dissemination of best practice Oct 2008. Written report March 2011. Work with VCOs around implementation of Quality Standards – 2011 to 2014.

	Develop and lead on Governance support	Support to commence Apr 2008. Training on best practice Oct 2008. Development of induction processes Apr 2009. Written report completed March 2011 to inform future Governance support.
	Lead on HR support	Identification and costing of HR resources to start Apr 2008. Funding identified by 2010. Worker/ support in place post 2010 for ongoing support. Additional HR support through sub-regional resources commencing 2008.
	Work with Volunteering Centre	Work to start Apr 2008. Training sessions commencing Jan 2009. Dissemination of Hub resources throughout project and to 2014. East London Volunteering Network developed Apr 2008.
	Work with LEAD	Identification of workforce development funding. Management, ICT and First Aid courses to commence Jan 2009. Development of support for workforce development to continue to 2014.
	Work with BASIS Support Workers	Disaster Recovery training to commence Apr 2009.
	Work with Development Workers on ICT strategies,	Continuation of BASIS work Apr 2008 including

<p><b>HAVCO – ChangeUp Development Co-ordinator</b></p>	<p>ICT support and information and publicity</p> <p>Work with East London CVS Network on ICT, Legal support and sustainability project</p> <p><i>Note: Organisational Development Training included as part of individual project roles/timescales.</i></p> <p>Co-ordinate, convene and administer Havering Consortium and meetings</p> <p>Co-ordinate projects and monitoring</p> <p>Develop Consortium</p> <p>Dissemination of ChangeUp information to stakeholders through Newsletters, websites, emails and at events.</p>	<p>ICT and Media strategy support. Results of BASIS bid as at 2011 to feed into future ICT support.</p> <p>Development of ICT mini hub Apr 2008. HR training programme to commence Apr 2008. Sustainability Project Apr 2008. See ELN Plans for further details.</p> <p>Quarterly meetings of Consortium Apr, Jul, Oct 2008, Jan 2009 onwards.</p> <p>Projects to commence Apr 2008. Recommendations from projects to inform future delivery and support to 2014.</p> <p>Monitoring and delivery of Consortium priority actions to start Apr 2008. Consortium Awayday / Assessment Day Sept 2008, Mar, Sept 2009, Mar, Sept 2010, Mar 2011. Future actions identified.</p> <p>Publicity articles / flyers Apr 2008 and as required.</p>
<p><b>Accountancy for Community Enterprise (ACE)</b></p>	<p>Develop and lead on areas of financial management</p>	<p>Course topics developed for accreditation Apr 2008. Commencement</p>

<p><b>Havering PCT / BME Forum / London Borough of Havering</b></p>	<p>Develop and lead on the single equality scheme / Equality and Diversity</p>	<p>of courses Oct 2008. Further accredited courses developed and delivered Apr 2009. Written report completed Mar 2010 to feed into development of future financial management training and support.</p> <p>Development of single equality scheme for local ChangeUp to commence April 2008 plus local research. Implementation and training to begin Jan 2009. Impact Assessment April 2010. Single equality scheme reviewed post 2011 – further equality and diversity support developed.</p>
<p><b>London Borough of Havering / CAB / HAVCO / Havering PCT / SESU / LNECF</b></p>	<p>Lead on fundraising support / Work with Fundraising Support Workers</p>	<p>Funding information disseminated to VCOs through Officers Apr 2008. Workshops to commence Apr 2009. Mapping research around training and support needs (procurement agenda) to start Oct 2009. Written report completed Mar 2011, results to inform future fundraising support. ELN Sustainability and Income Generation project March 2008.</p>
<p><i>Note: Lead organisations in bold</i></p>		

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

Who	Process	Key Step	Timescale
HAVCO ChangeUp Development Co-ordinator  Havering Consortium	Consultations with Consortium	<ul style="list-style-type: none"> <li>• Review of Projects as against outputs/ outcomes</li> <li>• Reports</li> <li>• Consortium Meetings</li> <li>• Consortium Awayday</li> <li>• Collation of evidence for evaluation</li> </ul>	Quarterly in line with Consortium meetings.
	Project Reports	<ul style="list-style-type: none"> <li>• Presentation at Consortium Meetings</li> <li>• Disseminated to key stakeholders</li> </ul>	Quarterly in line with Consortium meetings. Reports at completion of projects.
	Consortium Assessment	<ul style="list-style-type: none"> <li>• Assessment/Away Days</li> </ul>	Yearly to review progress against Development Improvement Plan and project outputs/ outcomes.
	Review of Strategy	<ul style="list-style-type: none"> <li>• Review as per identified needs and outcomes monitoring</li> <li>• Project recommendations to feed into future support</li> <li>• Action Plan – progress and recommendations</li> <li>• Stakeholder survey</li> </ul>	Yearly to review progress and impact.



## **INFRASTRUCTURE DEVELOPMENT STRATEGY**

**Name of Consortium:** Havering Consortium

**Lead body signature:**

**Date signed:** 19<sup>th</sup> December 2007

**Date signed off by Consortium:** 14<sup>th</sup> December 2007

### **ANNEX**

Consortium membership and Terms of Reference ✓

## INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

### Annex

#### Havering ChangeUp

Terms of Reference on how the ChangeUp Consortium will work to deliver the Havering 10-year Infrastructure Development Plan

*Adopted October 2006*

*Revisited August and Agreed November 2007*

#### Membership

Organisations can participate in the ChangeUp Consortium if:

- The delivery of support services to the wider sector (i.e. infrastructure status) is clearly defined in their constitution, aims and or objectives.
- They provide capacity building/support services to the wider sector
- They can commit to sending a senior representative to the Consortium on a quarterly basis and will attend at least 2 meetings per year.
- They can commit to attending special meetings which may also be called.
- They are committed to working towards achieving quality standards agreed by the group as a whole
- They commit to the mission, values and code of conduct of Havering ChangeUp and sign-up to the process
- They can provide a positive testimonial from an organisation from the wider sector who they have actively supported

Representatives of the organisations must be individuals with decision-making authority. If unable to attend they must endeavour to send an informed replacement.

Through majority vote, the Group can ask a representative to leave the Group if:

- The representative organisation does not attend at least 2 meetings per year.
- The organisation undergoes any experiences that could bring the reputation of the Havering ChangeUp Partnership into disrepute. The Consortium will determine what constitutes such an experience during the first month of operation.
- The organisation actively undermines the mission, values and code of conduct of Havering ChangeUp and/or acts in isolation – delivering activities that are part of the Havering ChangeUp ten-year plan but without the support and agreement of the Consortium

Statutory organisations will be invited to attend the Consortium as appropriate. They will be invited to participate actively but will not have voting rights.

#### Frequency of meetings

The Consortium will meet on a quarterly basis.

## **How is the Chair decided?**

The ChangeUp Consortium has been chaired by the Chief Executive of HAVCO. Post-November 2007, the Chair will be elected by the Consortium and the elected Chair will preside for a period of one year to allow for equity and rotation. The Chair will need to be nominated by two members of the Consortium and supported by majority vote.

The Consortium will draw up a role specification for the Chair and Vice Chair roles.

## **How are decisions made?**

Havering ChangeUp is committed to transparency and will post all minutes of meetings on the HAVCO website ([www.havco.org.uk](http://www.havco.org.uk)).

Decisions will be made by majority vote after informed discussion at meetings and email consultations.

## **Who co-ordinates and services the group?**

Havering ChangeUp will be co-ordinated and supported by HAVCO. In the development phase, Havering ChangeUp was co-ordinated by HAVCO and information disseminated to Consortium members in order to ensure the equal and unbiased development of the plan and to allow all parties to contribute freely and without obligation to the process.

A ChangeUp Development Co-ordinator and Administrator has been employed by HAVCO to develop and co-ordinate delivery of the 10-year plan, which will be reviewed in December 2007 and thereafter on a six monthly basis. The Havering ChangeUp Consultant and Administrator will be responsible for:

- servicing meetings
- managing the finances (with the Finance Officer)
- co-ordinating and disseminating information (newsletter, website)
- overseeing the delivery of initial actions through liaising with delivery organisations and Consortium members
- monitoring and reporting on progress against the action plan
- submitting claims on ChangeUp delivery as per funding criteria
- co-ordinating and managing project specific outcomes

## **What roles will group members have?**

All Group members will actively participate in the delivery of the ten-year plan and will work on specific themes and activities for example in developing activity briefs, according to their skills and experience.

## **How is spend managed?**

HAVCO will manage the ChangeUp funding against delivery of the plan and will report on finances at each meeting of the Consortium.

## **How are funds allocated between infrastructure groups?**

Funding for the delivery of services will be open to any organisation, which has the capacity to deliver projects and activities identified by the outcomes framework.

To ensure that monies are allocated equitably, it is key that there is an agreed and transparent process to ensure that monies are distributed to the best equipped and most cost effective organisation in order to undertake the work.

Therefore the process will be as follows:

- 1) A brief for each piece of work will be produced and funding will be allocated for the delivery of each project and activity.
- 2) The brief will be circulated to all Consortium members and placed on the ChangeUp website.
- 3) A simple expression of interest form will be provided to interested parties with a specified date for return.
- 4) All expressions of interests will be assessed against agreed criteria by Consortium members and independent representatives thereby ensuring equity and objectivity.
- 5) A contract will be drawn up (letter of agreement) and an up front payment will be released in advance of the work being undertaken, with interim and remainder payments made accordingly by the financial managing body (HAVCO). The delivery body will be expected to provide an audit trail to prove spend has been in line with budget prior to receiving the final portion. Actual costs will be paid, up to the value of the agreed allocation.

Should a Consortium member express an interest in delivering the work, they may not partake in the decision making process.

### **Who monitors progress?**

The HAVCO ChangeUp Development Co-ordinator and Finance Officer will monitor progress against spend and delivery and will provide reports to the Consortium.

The Co-ordinator will monitor delivery by liaising with the delivery bodies tasked to undertake specific pieces of work.

The Consortium will be responsible for taking action and resolving any issues where delivery or spend are not in line with projections and agreed timescales.

### **How is delivery evaluated?**

The Havering ChangeUp Consortium will receive reports around impact assessment and will commission an independent evaluation of specific areas of delivery on an annual basis. The evaluation will look at:

- Delivery (quality, timeliness, cost effectiveness)
- Management (process, finances and participation)
- Impact (difference made, effectiveness)

## **Communication Strategy**

Communication with Consortium members will be through email and hard copy. All meeting agendas, minutes, reports and information will be distributed via email prior to Consortium meetings, with further consultations regarding decisions from those meetings sent to all members by email for agreement.

All ChangeUp information, leaflets and articles requiring circulation to local voluntary and community organisations will be forwarded to Consortium members for distribution to contact lists. Details of these items will also be posted on the HAVCO website.

In order to establish synergy with local and national ChangeUp delivery regular update bulletins will be emailed to Consortium members, updates will also be provided at Consortium meetings. Contact details for national and sub-regional bodies are attached as an Appendix to this document.

## **How is the impact of the ten-year plan measured?**

The impact will be measured on two fronts:

- 1) Are the infrastructure groups better equipped to provide support services to the wider sector?
- 2) Does the wider sector note an improvement in the breadth and quality of support services offered to them?

This will be measured through quantitative evaluation on an annual basis, through a random selection of one to one interviews with infrastructure and wider sector organisations.

Comparison will be made against baseline information from the Havering ChangeUp consultation 2005 and updated plans.

## **When will the plan be reviewed?**

The 10-year plan will take account of future developments and project evaluations, as such it will be reviewed in December 2007 and thereafter on a six monthly basis. A work plan will also operate alongside these Terms of Reference for review on a six monthly basis, the first date of which will be December 2007.

## APPENDIX

Website Contact Details:

Information on ChangeUp and the National Hubs

[www.changeup.org.uk](http://www.changeup.org.uk)

National agency managing the ChangeUp programme

[www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)

Sub-regional (East London) information

[www.elcvnetwork.org.uk](http://www.elcvnetwork.org.uk)

Local (Havering) information

[www.havco.org.uk](http://www.havco.org.uk)