

**HAVING**  
**ChangeUp Infrastructure**  
**Development Plan**

**September 2005**

# Contents

1.	Executive Summary.....	1
2.	Introduction.....	2
	2.1 Key aim of ChangeUp.....	2
3.	Description of Process.....	3 - 7
	3.1 Steering Group.....	3
	3.2 Activity to Date.....	3 - 4
	3.3 Commissioned Work.....	4 - 7
	3.4 Links with sub-regional, regional and national ChangeUp developments.....	7
4.	Voluntary Sector in Havering.....	8 - 13
	4.1 VCS organisations.....	8
	4.2 Infrastructure Support Organisations.....	8 - 13
5.	Aims and Objectives.....	14 - 20
	5.1 Performance Improvement.....	14
	5.2 Workforce Development and Leadership.....	14 - 15
	5.3 ICT.....	15
	5.4 Governance.....	15 - 16
	5.5 Recruiting and Developing Volunteers.....	16
	5.6 Financing the Voluntary and Community Sector.....	16 - 17
	5.7 Relating ChangeUp to local need.....	17
	5.8 Involving the sector in the ChangeUp process.....	17
	5.9 Meeting the ChangeUp objectives.....	17 - 19
	5.10 Meeting the needs of smaller groups and more marginalised groups.....	19 - 20
6.	Action Plan – outcome indicators and milestones.....	21
7.	Budget to March 2006.....	22
8.	Contingency Spend.....	23

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# 1. Executive Summary

This document is the Havering ChangeUp Infrastructure Development Framework Plan. It has been put together by the ChangeUp Steering Group through consultation with the voluntary and community sector within the borough.

The Steering Group has commissioned five pieces of work in Havering:

- mapping of the sector needs around performance improvement, workforce development, governance and financing the sector
- a piece of research to evidence the level of volunteering in the borough and the support available to volunteers
- mapping of the types of support available for the social economy
- pilot project of ICT surgeries to map the specific needs of the sector

Consultation events have been held with frontline organisations in Havering and the results of these have been fed into this plan.

This plan also outlines a developmental piece of work that the Steering Group hope to be able to commission using the contingency money. The brief for this research will be to map existing local provision of legal support from all sectors, specialist support services for the sector available on a sub-regional and regional basis and map the support needs of the sector itself. Proposals will then be made for the potential of developing locally or sub-regionally based specialist provision for frontline organisations.

## **Confirmation Statement**

The proposals outlined in this ChangeUp Infrastructure Development Plan for the London Borough of Havering has been identified, developed and agreed by the members of the Steering Group on Friday 16th September 2005.

Regular reports of the development of the Havering ChangeUp Plan have been made available to the VCS through the consultation process and have been presented to the Havering Strategic Partnership Board.

## **2. Introduction**

The Havering Infrastructure Development Plan has been compiled in response to the Government's ChangeUp agenda which aims to improve the infrastructure of the voluntary and community sector.

The information in this report has been gathered from consultation events, discussion with key stakeholders, from the members of the Steering Group and other interested parties. It has been put together by the members of the steering group and is now presented to Government Office for London for approval.

### **2.1 Key aim of ChangeUp**

In June 2004 the Government published their Infrastructure Development Framework for the Voluntary and Community Sector entitled ChangeUp. The Government recognised the importance of the contribution that the Voluntary and Community Sector make in society.

The ChangeUp Infrastructure Development Framework outlines a vision for the next ten years until 2014 to develop the infrastructure support for frontline organisations enabling them to engage fully with public service delivery.

The Home Office have outlined the aim of ChangeUp as the following:

This Framework sets out a bold but achievable aim – that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision which is accessible to all while reflecting and promoting diversity, and is sustainably funded.<sup>1</sup>

The Framework outlines how the Government hope to see support for frontline organisations develop in the next ten years and highlights key actions which they expect to see implemented. It is focused around six key areas of infrastructure support:

- Performance improvement
- Workforce development and leadership
- ICT
- Governance
- Recruiting and developing volunteers
- Financing voluntary and community sector activity

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<sup>1</sup> p.7, ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, Home Office 2004

### **3. Description of Process**

#### **3.1 Steering Group**

The Steering Group has been meeting since the beginning of 2005 to take forward Havering's Infrastructure Development Plan. The current members of the Steering Group were chosen from a variety of organisations and sectors to reflect the priorities of the ChangeUp Infrastructure Development Framework.

The members of the Steering Group are as follows:

<b>Heather Ball</b>	Borough Director	Havering Citizens Advice Bureau
<b>Marie Edgar</b>	Director	Volunteering Community Action Havering (VCAH)
<b>Kim Guest</b>	Chief Executive	Havering Association of Voluntary and Community Organisations (HAVCO)
<b>Paul Kennard</b>	Corporate Affairs Manager	Havering PCT
<b>Amanda Lewsey</b>	Project Manager	Social Economy Support Unit (SESU)
<b>Joyce Tapper</b>	Community Regeneration Manager	London Borough of Havering

Through the life of the project it is expected that other members will be invited to join the Steering Group to meet specific requirements around areas of interest. A consultant has been employed to facilitate the ChangeUp process due to lack of existing capacity with the LIOs in Havering.

The Steering Group is committed to reinforcing the principles of the ChangeUp process; working in partnership with other infrastructure organisations to get the most from this process; reflecting the diversity of the sector within Havering; sharing good practice; developing equality of service and involving as many organisations within the sector as is possible.

#### **3.2 Activity to Date**

In February 2005 the ChangeUp Steering Group invited a number of managers from Voluntary and Community Sector organisations to a breakfast meeting to discuss their experiences of the competitive tendering process and their emerging support needs in the light of the new challenges this presented to the local service providers.

The consultation event was facilitated by an independent organisation and provided the opportunity for the organisations that were represented to discuss issues relating to their own experiences of contracting with the Local Authority to deliver public services. This consultation resulted in the report entitled 'Competitive Tendering: A Voluntary and Community Sector Perspective'. The conclusions and recommendations outlined in this report have been incorporated into the development of this ChangeUp plan.

The Steering Group had been meeting together regularly since the beginning of the year.

In line with the timetable outlined by LVSC the Steering Group submitted their Draft Plan of their final ChangeUp Infrastructure Development Framework Plan at the end of March 2005 and their Draft ChangeUp Plan at the beginning of July 2005. The milestones set in the Draft Plan have all been met.

The earlier stages of this final plan introduced the gaps in support for the sector that the Steering Group had identified as being:

- There is a need for more evidence to back up the commonly held assumptions that the borough has a strong volunteering culture. A Mori poll conducted in September 2003 concluded that over 70% of those surveyed in the borough engaged in informal volunteering activity. What has yet to be undertaken is a quantitative study of the numbers of volunteers or volunteering hours engaged through voluntary and community groups in the borough.
- There is little affordable premises available for VCS organisations – for both start-ups and developed organisations. A small study commissioned by the Local Authority in 2002 identified the need for more buildings and premises that can be used by the VCS that are accessible via public transport, accessible to disabled people and at a rent that is affordable.
- Accurate information is required on the needs of the sector around ICT, workforce development, human resources, governance, the use of performance improvement tools and the future of financing the sector before plans can be developed to deliver those services in the future.
- There is potential for further collaborative work with the borough's Social Economy Support Unit and the Havering infrastructure organisations.

The Steering Group made plans to commission five pieces of work in order to address these gaps and collate more accurate and up-to-date information on the needs of the sector. These pieces of work have now begun.

Since the submission of the draft plan the Steering Group have been developing the research proposals ready for commission at the beginning of September and held a further consultation event with representatives from voluntary organisations in the borough.

The event held in July 2005, restated to the local VCS the aims of ChangeUp and the outcomes that the Steering Group were hoping to achieve. The organisations represented at the event were invited to discuss their support needs both current and future.

The feedback from the two events has proved a useful foundation for this plan and for the planning of the research projects that the Steering Group have commissioned.

### **3.3 Commissioned Work**

#### **3.3.1 Mapping of the Sector**

To plan the development of the infrastructure of the VCS in Havering accurate information relating to the needs of frontline organisations is required. ChangeUp has provided the opportunity to finance this piece of work.

A mapping exercise of the sector under the headings of performance improvement, workforce development, governance and financing the sector will be undertaken. The mapping exercise will use both focus groups and telephone questionnaires to collect the data from over 200 VCS organisations within the borough; which is approximately half of the known organisations based in Havering. The results will be presented in the form of a final report and a Performance Improvement toolkit. The report and toolkit will be launched at a VCS event in March 2006. Particular effort will be made to engage the small number of BME organisations in Havering who are potentially the most disengaged in terms of current support.

The mapping exercise will tackle the following areas:

- performance improvement
  - tools already used
  - support and training needed
  - support available/gaps in support
- workforce development
  - training needs
  - development needs
  - human resource needs
- governance
  - mapping of Trustees against new Governance competencies (or PQASSO)
  - diversity of Trustees in relation to the community they serve
- financing the sector
  - current income streams
  - opportunities to diversify income streams
  - skills gaps

The conclusions drawn from the mapping exercise will feed directly into Havering's Infrastructure Development Plan for the next ten years.

### 3.3.2 Volunteering Research

This second piece of work will evaluate the level of volunteering in the borough highlighting the gaps in the support of volunteers and in volunteer management. It will look at the barriers to volunteering faced by borough residents and examine any geographical anomalies that may be present, to determine if there are areas of the borough where substantially fewer volunteers live. The results of this research will inform a comprehensive plan to improve the level of volunteering and the diversity of individuals who volunteer within the borough.

The evaluation will take the form of telephone interviews with organisations that use volunteers and focus groups of those identified as having a low take-up of volunteering opportunities. The research will be broken up as follows:

- the number of volunteers in the borough
- opportunities for volunteering
- the types of people who volunteer and where they live
- identifying those who do not volunteer
  - focus groups with non-volunteers

- identifying the barriers to volunteering
- evaluating volunteer management in existing organisations

### 3.3.3 Social Economy Support

The third piece of work is a piece of research that will map the types of specific business support to the social economy sector, which includes those VCS undertaking income generating activities. It will include both support organisations that are delivering on-going capacity building and time-based projects, as well as other social enterprise stakeholders who deliver generic training.

This piece of work will also aim to identify sectors in each borough where social enterprises from within the VCS could flourish.

This mapping exercise, alongside of the data collected relating to financing the sector in the larger mapping exercise, will impact on the long-term infrastructure development plan. It will assist in supporting the long term funding strategy for the VCS in Havering.

This will also overlap with similar activity in our two main neighbouring boroughs.

### 3.3.4 ICT

In partnership with LASA the ICT needs of the sector in the borough are already being analysed. The project run by LASA will also provide a pilot project around a form of service delivery to assist in the analysis of the needs of the voluntary sector in Havering and how this may in the future be provided sub-regionally.

A number of ICT surgeries will be held as a pilot project within the borough for VCS organisations from October 2005 to March 2006. An ICT support worker will be available, by appointment to discuss issues of ICT infrastructure, software, hardware, security, ICT strategy and trouble-shooting issues.

The feedback from this small pilot will be reported to the sub-regional LASA project in order to develop an effective model for future service delivery.

### 3.3.5 Voluntary Consultation Event

A further consultation event has been planned for the end of September, which will coincide with the submission of this Plan. This event will provide the researchers with the opportunity of the interview a larger number of organisations at one event. The day has also been designed to provide organisations with access to sector professionals and consultants who will sit with the organisations and discuss their needs in relation to the following issues:

- human resources
- ICT
- fundraising
- financial systems
- social economy and income generation

- marketing
- volunteering
- legal issues

The need for professional help and support in these areas were reflected by the VCS from earlier consultation events and will help to positively identify the types of issues that the VCS in Havering need support with. Although a small scale pilot it may provide the necessary evidence of the level of need in order to assist in an effective and relevant response to the expression of need in future service planning. It can potentially assist in future applications for funding to develop these services.

### **3.4 Links with sub-regional, regional and national ChangeUp developments**

Details of the Havering ChangeUp plan have been made available to the sub-regional steering group. A sub regional ICT Development Worker has attended the Havering Change Up Steering Group meeting and assisted with the development of the ICT elements in this plan,

In designing the activity to be carried out as part of this process discussions were had with the London Boroughs of Barking and Dagenham and Redbridge. At one stage joint activity was discussed however due to borough priorities it was felt a single borough piece of work would be more appropriate.

The Steering has been made aware of sub-regional and national developments and the Havering Change-Up plan has been developed to reflect these priorities.

## **4. Voluntary Sector in Havering**

### **4.1 VCS organisations**

The Voluntary and Community sector is recognised by the Government as being key to society and in particular, although not exclusively, in the delivery of public services. Historically what we now know as the Voluntary and Community Sector has been vital in the development of what consider essential services including schools, hospitals, provision of welfare services and care for children and people in need.

In the 21<sup>st</sup> century the sector influences almost all areas of our lives including education, leisure, arts and culture, sports, environment, health, care, faith, social justice and international aid and development. It is the Voluntary and Community Sector that co-ordinates and supports much of the extensive volunteer culture in the UK and delivers an ever-increasing percentage of public services.

Within the London Borough of Havering there is a long heritage of volunteering and community involvement. What is less developed is the infrastructure support within the borough. Both the Volunteer Centre and the CVS were established in 2001.

### **4.2 Infrastructure Support Organisations**

The Community Regeneration team works to promote a strong and vibrant voluntary and community sector in Havering.

The Community Regeneration team with the Local Authority have a number of Community Development Officers. Community Regeneration works in partnership to develop, empower and engage the voluntary and community sector. The principal organisations include Havering Association of Voluntary and Community Organisations (HAVCO), Volunteer Community Action Havering (VCAH), Havering Citizens Advice Bureau (HCAB), East London Network and Havering Community Legal Services Partnership (HCLSP).

The team works with statutory and private agencies, and voluntary and community representatives to help develop best practice ways of working.

For the voluntary and community sector the team supports building the capacity of the sector and facilitates the sharing and developing of their skills and knowledge, so as to make a positive difference by enabling them to become sustainable and reach their full potential.

The Havering Association of Voluntary and Community Organisations (HAVCO) is the Council of Voluntary Services (CVS) within the borough. It was established just over four years ago and is committed to resourcing and building the capacity of the sector.

HAVCO has developed rapidly in response to the needs of the local VCS and currently offers support through a number of different projects which includes: a wide range of training courses including accredited programmes, support for young people and children's groups, business development, support with quality assurance systems, representation at a strategic level, development work in the health and social care sector, a community accountancy project, CRB checks, some HR support for groups, a library,

newsletter, fundraising support, meeting space, photocopying, quality business support, constitutional advice and support with developing policies. It provides project management support to a project to encourage people with a mental health diagnosis to volunteer. It hosts a sub regional project to facilitate the local CVSs working together in effective partnerships and in this way provides strategic representation for the VCS in East London on large cross borough initiatives.

Volunteer Community Action Havering (VCAH) is the volunteer centre and volunteer development organisation for Havering. Its principle function is to provide support to people wishing to volunteer and organisations that require volunteers to assist them. Established at the beginning of 2001, VCAH is an independent voluntary organisation and a company limited by guarantee and a registered charity.

VCAH provides a variety of services including managing a database of volunteering opportunities and volunteers, providing information on volunteering opportunities, supporting organisations with issues such as volunteer management, providing training for potential volunteers and promoting volunteering within the borough.

SESU is jointly funded by the London Development Agency and the London Borough of Havering to support the development of the social economy sector in Havering.

SESU's ethos is to maximise the potential of new and emerging social enterprises by providing them with the support and resources to help them become sustainable. It offers a comprehensive range of services including space and high quality business advice, access to administrative resources and networking opportunities. Its particular specialisms are social enterprise start-up, procurement, training for public sector and community/voluntary officers, social auditing and signposting. SESU has strived to develop partnerships with agencies and organisations that would bring benefits to its clients. It is recognised as a key member in a number of networks that have an influencing role in the social economy sector both regionally and nationally.

The services provided by these infrastructure organisations are adapted to fit local need; although where appropriate organisations are sign-posted to sub-regional and regional services. The promotion of the sector and representation at the strategic level is essential in raising the profile amongst key figures and funders, ultimately maximising opportunities for the local voluntary and community sector. The support, training and financial services provided by the infrastructure within the borough help to increase the capacity of groups and organisations.

The quality and breadth of support now provided to voluntary organisations and community groups is much higher than even five years ago. In particular, there has been the opportunity to forge partnerships with the public sector and funders that were previously unimaginable.

#### 4.2.1 Development of Infrastructure Organisations

Prior to introduction of the ChangeUp process the infrastructure organisations within the borough were already planning for development and improvement in the services provided to the Voluntary and Community Sector within Havering.

### *HAVCO*

HAVCO's recently developed Business Plan looks to assist the organisation in consolidating the existing services it delivers and ensuring future sustainability. It outlines the need to constantly dialogue with its membership in order to respond to their new and emerging needs in ways that are locally relevant; to where possible anticipate future needs in order to have service delivery in place when those needs are realised and to maximise the future opportunities that are available for the local voluntary sector through the regeneration and development of the Thames Gateway area. HAVCO works in partnership with its neighbouring CVS in order to provide the range of services to the local Havering VCS.

### *VCAH*

The current three year strategic planning for VCAH includes plans to increase the number of volunteers within the borough and the number of Volunteer Involving Organisations (VIOs). VCAH is already involved in a number of successful initiatives to do this and its particular focus over the next three years will be open up volunteering opportunities to those who have been excluded before. Their involvement in Capital Volunteering project within Havering is a key part of this.

VCAH is also planning to introduce programmes for encouraging employee volunteering and to support young people into volunteering. Hard evidence, statistically and anecdotally, demonstrating the value of volunteering will be used to influence potential volunteers within these sectors.

### *SESU*

Since its formation in January 2004, SESU has built up a wealth of experience and earned an excellent reputation for its work, at local, regional and national levels, and has given presentations on good practice overseas. SESU has succeeded because of the high professional standards that it maintains, through the dedication of its staff, steering group members and partners, and the growing demand within Havering for its services. In assessing its future sustainability, SESU is considering business expansion, both geographically and through increased service provision. To support service delivery and client development in Havering the development of procurement support will be key to assisting social enterprises with the public procurement agenda.

The opportunity that the ChangeUp Infrastructure Development Framework has provided for infrastructure organisations within Havering is to co-ordinate these developments into a long-term strategic programme for the borough that will achieve much more than the individual organisations could have achieved on their own.

#### 4.2.2 Identified Gaps in Support

- Performance improvement
- Workforce development and leadership
- ICT
- Governance
- Recruiting and developing volunteers
- Financing voluntary and community sector activity

## **Performance Improvement**

- information needed on quality assurance systems
- support with implementing quality assurance systems
- developing effective monitoring and evaluation procedures
- understanding of outcome and impact measurement
- strategic planning including business plans
- social accounting and social audits

## **Workforce Development and Leadership**

- limited and uncoordinated funding for workforce development in the VCS
- difficult for staff to take time off for training – some support in terms of back-filling, childcare, transport costs, accessibility
- first aid, health & safety, ICT, manual handling
- time and willingness of staff to undertake training due to busyness
- professional support in human resource issues – either a shared worker or consultant who is impartial and accessible
- upskilling of Board members
- recruit Board members with specific skills
- pool of ‘roaming’ advisors
- housing association boards have 1/3 from the local community, 1/3 specific skills
- there is lots of expertise in the sector – a way of sharing that expertise, or a directory of who to go to
- appropriate level of support for those who have specific training needs (i.e. lower NVQ level)
- local trainer directory
- support with Governance issues
- support with HR issues
- legal support around leases, contract and employment law

## **ICT**

- support with purchasing systems
- deciding on most appropriate equipment
- learning how to make the most of ICT
- training in software packages
- developing an ICT strategy
- provision of support for ICT problems
- web-site design and maintenance

## **Governance**

- provide up-to-date information on developments in Governance good-practice guidelines
- training to understand and implement guidelines
- jargon-free

- balancing willing potential Trustees with competent Trustees
- induction of Trustees – training amongst the Board and from outside
- options for a second-tier management Board
- specific advice on specific subjects such as:
  - managing change
  - proactive marketing
- human resource issues
- recruiting younger volunteers and Board members
- changing the image of volunteering as a Trustee
- improving the diversity of Trustees
- payment of Trustees
- quality marks – makes an organisation more attractive
- benchmarking

### **Recruiting and developing volunteers**

- developing the use of volunteering as a career path into paid employment
- intense level of support needed for some volunteers
- directory of volunteering opportunities would be a valuable tool
- develop opportunities for employee volunteering
- peer support for volunteers through a forum
- support in using the New Deal volunteering option
- making volunteers feel valued
- involvement of volunteers in the running of the organisation
- dealing with a spectrum of people with individual needs
- volunteer induction
- nurturing of volunteers in their first six months
- recognising the skill level of volunteers
- regular assessments of volunteers
- interviewing prospective volunteers
- a professional approach to volunteer management
- good policies to support volunteering
- developing commitment from volunteers
- marketing and promoting opportunities
- raising awareness of organisations to the potential of using volunteers
- a streamlined and commonly accepted system for recruitment and induction of volunteers into individual organisations will help to reduce unnecessary bureaucracy that is recognised as a barrier to volunteering
- recruiting volunteers from under represented groups or excluded communities

### **Financing voluntary and community sector activity**

- setting up computerised accounts
- petty cash systems
- annual accounts
- financial reporting
- developing robust financial procedures
- setting up social enterprises and income generating activities

- new developments in SORP
- sources of funding
- completing funding applications
- putting together tenders
- contract negotiation
- asset development
- alternative forms of finance
- full cost recovery
- robust budgeting
- risk assessment
- payroll

## 5. Aims and Objectives

At a local level within the London Borough of Havering the ChangeUp Steering Group has set the following aim:

By 2014 the infrastructure organisations will be offering excellent provision to frontline voluntary and community organisations that is accessible to all, meeting their needs appropriately, reflecting and promoting diversity and which is sustainably funded.

The objectives outlined below indicate how the Steering Group has planned to achieve this aim both over the short term (until June 2006) and the medium term (until 2010)

### 5.1 Performance Improvement

*High level objective by 2014: 'Frontline organisations are better able to improve the performance of their organisations, make choices about which tools are right for them and easily access support and advice.'*

#### Short-Term Objectives

- research the use of performance improvement tools in the sector, particularly focusing on:
  - the type of tool
  - the motivation behind its implementation
- produce a locally-focused performance improvement toolkit referencing support that is available locally
- outline a plan for the improvement of support for the sector in implementing performance improvement tools

#### Medium-Term Objectives

- increase and improve the quality of the support available to the sector in implementing performance improvement tools both locally and through the Performance Improvement hub

### 5.2 Workforce Development and Leadership

*High level objective by 2014: 'There is a greater range of accessible development opportunities with increased take-up of learning opportunities by voluntary and community sector workers' and 'Employers have improved access to support and advice on Human Resources issues.'*

#### Short-Term Objectives

- undertake a skills gap analysis within the sector
- research the reasons why organisations do not invest in workforce development
- outline a plan of action to reduce the barriers to workforce development within the sector in Havering

### Medium-Term Objectives

- increase the workforce development opportunities for the sector including group learning, coaching, shadowing and mentoring
- develop tools for the sector that will enable them to fully utilise the national occupational standards as tools for recruitment
- ensure that the local objectives around workforce development link in with the National Hub of Excellence in Workforce Development.

## **5.3 ICT**

*High level objective by 2014: 'Frontline organisations and funders share a common awareness of the costs and benefits of ICT enabling them to make informed choices about its use. There are affordable and reliable support models in place, with user friendly and relevant ICT advice available, including volunteering and pro bono support.'*

### Short-Term Objectives

- pilot an ICT Surgeries model in Havering
- map ICT support needs
- liaise with LASA on developments around ICT provision locally

### Medium-Term Objectives

- develop local ICT support and development services for the sector
- use the resources created nationally and access to the telephone helpline to enhance the ICT provision in the borough

## **5.4 Governance**

*High level objective by 2014: 'Board members are aware of their responsibilities and good practice and have access to accurate and helpful information and development. Being a trustee is more attractive and boards are more diverse, better reflecting the communities they serve.'*

### Short-Term Objectives

- measure the effectiveness of current Boards within the sector using recognised standards
- identify the issues the sector faces in terms of retaining and recruiting Board members

### Medium-Term Objectives

- improve the profile of voluntary activity at Board level
- increase the diversity of Board members
- improve the effectiveness and quality of Boards in the sector

- encourage and support the implementation of competencies and standards in Governance in the sector
- interact with the National Hub of Expertise in Governance

## **5.5 Recruiting and Developing Volunteers**

*High level objective by 2014: 'There is a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater number and diversity of individuals coupled with improved volunteer management.'*

### Short-Term Objectives

- undertake research to determine the level of volunteering within the borough, what type of people become volunteers and the quality of the volunteering experience
- identify barriers to volunteering
- make proposals to increase volunteering, improve the volunteering experience and encouraging a greater diversity of volunteers

### Medium-Term Objectives

- raise the profile of volunteering in the borough
- reduce the barriers to volunteering
- improve the support for volunteers and the organisations that host them
- improve the quality of the volunteering experience
- speed up the process for both organisations recruiting volunteers and volunteers looking for placements

## **5.6 Financing Voluntary and Community Sector Activity**

*High level objective by 2014: 'Frontline organisations are able to take advantage of opportunities to diversify their income sources and demonstrate increased skill in contract negotiation and better standards in more effective fundraising.'*

### Short-Term Objectives

- map the social economy support for the sector
- identify sectors where social enterprises from the VCS could flourish
- identify needs around financial systems and monitoring
- build on the work of the Procurement Report and identify training and support needs around the procurement agenda
- map social enterprise and income generating activity and predict the potential for its development
- identify support needs in expert fields such as brokerage of legal contracts

### Medium-Term Objectives

- develop income-generating strategies for local infrastructure organisations
- improve understanding of different strands of finance for the sector

- develop proposals around different structures for the sector and the organisations within them that will remove barriers to procurement and increase access to finance
- improve the quality of funding applications and the rate of their success in the sector
- develop a strategy to build the assets of the sector in the borough including work around asset transfer and rent-to-buy schemes

## **5.7 Relating the ChangeUp to local need**

### Short-Term Objectives

- Steering Group to meet regularly to manage the research projects and develop the ChangeUp process
- ensure that the research projects reflect the sector within the London Borough of Havering
- ensure that the ChangeUp Steering Group is aware of future trends in sub-regional growth and development and how they may impact on levels of future need

### Medium-Term Objectives

- review the ChangeUp Infrastructure Development Plan in light of the results of the research projects
- review the make-up of the Steering Group in relation to any revisions or new areas of work that present themselves
- annually review the Plan to include any work completed, new areas of need and local strategies that relate to the remit of ChangeUp

## **5.8 Involving the sector in the ChangeUp process**

### Short-Term Objectives

- carry out a consultation event for the sector in September 2005
- continue to raise the profile of the ChangeUp process through sector events and publications
- hold a launch event for the completed ChangeUp reports

### Medium-Term Objectives

- invite other voluntary sector representatives onto the ChangeUp steering group

## **5.9 Meeting the ChangeUp objectives**

### 5.9.1 Performance Improvement

Infrastructure organisations in Havering are already operating projects that are supporting groups as they implement specific quality assurance systems. The projects are collecting information on the use of these tools in the sector however as yet this work is only restricted to PQASSO and Matrix. The mapping exercise will provide much

needed information on the use of these tools across the sector, the support and training needs of frontline organisations around these tools and the support/training that is currently available. The data collected will inform the Steering Group of the need for information, support and training.

A toolkit will be developed alongside of this mapping exercise to create a resource for frontline organisations that explains the purpose of Performance Improvement tools, the choices available, the appropriateness of the different tools for different types of organisations, mapping different tools to each other and the support and advice that is available.

#### 5.9.2 Developing a Highly Effective Workforce

In order to advance this ChangeUp objective the needs of the workforce in the sector in terms of development and access will need to be mapped, along with the available opportunities for development. This mapping process will be informed by the workforce development work already being undertaken by HAVCO on a sub-regional basis.

This will inform the Steering Group of the possibilities to develop a greater range of development opportunities for the sector. It will also provide proposals around improving access to these opportunities, thereby increasing take-up.

ChangeUp has highlighted the need to develop Human Resources support for the sector as one of the key areas of this objective. The activities outlined will reflect this by using Human Resources as one of themes of this mapping exercise.

#### 5.9.3 ICT

The work undertaken by LASA around the ICT needs of the sector in Havering have been based around this ChangeUp objective. It will enable frontline organisations to be better informed about the use of ICT and the costs relating to that. There is a need to develop an effective ICT strategy in each organisation and for the sector as a whole.

#### 5.9.4 Governance

In order to ensure that Board members are aware of their responsibilities and of good practice there first needs to be baseline data on what they know already. The mapping exercise will provide this. The results of that piece of work will inform the Steering Group as to the gaps in this understanding, the needs of Board members and the organisations they work for and ways to ensure that Boards are more diverse, are more reflective of the communities that they serve and the role is seen as a more attractive one.

#### 5.9.5 Recruiting and Developing Volunteers

Little research has been conducted to date on volunteering through VCS organisations and groups within the borough. In order to improve the volunteering infrastructure, recruitment of volunteers, the numbers volunteering and the management of these volunteers there is a need to mark out the baseline from which we are starting.

The piece of research around volunteering will identify this baseline and also identify barriers to volunteering and under-represented groups. This data will enable the Steering Group in consultation with the sector to advance the ChangeUp objective.

#### 5.9.6 Financing Voluntary and Community Sector Activity

Havering is at an advantage over other areas in that it has a successful social economy support service in the Social Economy Support Unit (SESU), a LDA2 funded project.

In partnership with SESU, who are a member of the Havering ChangeUp Steering Group, we will map the opportunities for the VCS in terms of social enterprise within the borough and the support services that are available. The data from the mapping exercise on the diversity of income streams – both current and potential and the needs of the sector around diversification will consolidate this research enabling the Steering Group to plan how to increase the capacity of frontline organisations to have the option to take advantage of the identified opportunities to income generate

### **5.10 Meeting the needs of smaller groups and more marginalised groups**

ChangeUp has provided the opportunity to undertake a comprehensive mapping of the VCS in Havering and its needs. This will enable to Steering Group to identify the groups within the sector and in particular highlight the needs of the smaller and more marginalised groups. The Steering Group has already identified a number of groups within the sector that are smaller and are what we would consider to be more marginalised, however the data collected will evidence these discussions.

A particular area that we are keen to evidence is the support needs of BME groups within the borough. Following a consultation event in 2004 it is understood that these groups in Havering require more support over longer periods. There is currently no BME Infrastructure organisation within Havering. The BME groups that do exist mainly use the services of existing Infrastructure organisations and are signposted to sub-regional and regional specialist Infrastructure organisations where appropriate. The few BME organisations that do exist within the borough are all relatively under-developed and currently none of them employ any staff. The Steering Group has therefore sought to represent the views and needs of these groups not by representation on the Steering Group, but through interviews and consultation events and conversations with the development worker who currently provides support within the borough.

There are of course other groups within the sector that are smaller and more marginalized. The mapping exercise and research will assist in identifying the needs of these groups, whereas before they may have been overlooked, and enable the Steering Group to design the ChangeUp Infrastructure Plan for the next ten years around their needs as well as those of the rest of the sector. Where there is a need for local independent and accountable structures to represent and advocate for communities of interest these will be encouraged and supported by the existing infrastructure organisations.

Recognition of the existence and the work done by smaller groups will encourage their work and sustainability. It is anticipated that increased support will sustain the morale within the groups and increased recognition will attract new members with new ideas and skills and opportunities to attract funding. This in turn, especially if the volunteers

running these groups receive support through networks and forums outlined above, will encourage others to form their own small groups and bring new blood and fresh initiatives into the sector.

## 6. Action Plan – outcome indicators and milestones

<b>ACTIVITY</b>	<b>OUTCOME INDICATOR</b>
ChangeUp Steering Group Meetings	3 further meetings before the launch event regular meetings over period of ChangeUp
VCS Frontline Organisations Consulted	1 further consultation event before launch event
Mapping of Social Economy Support	Final report
Volunteering Research	Final report
Mapping Exercise	Final report and Performance Improvement Toolkit
ChangeUp Report and Toolkit Launch Event	1 event
Analysis ChangeUp Report findings and re-evaluate medium and long-term objectives	Revised Infrastructure Development Plan
Annual evaluation of ChangeUp Infrastructure Development Plan	Annual revision

<b>ACTIVITY</b>	<b>MILESTONE</b>
VCS Consultation Event	September 2005
Interviews Commenced for Mapping Exercise	October 2005
Interviews Commenced for Volunteering Research	October 2005
Mapping of Social Economy Support begins	October 2005
ICT Surgeries launched	October 2005
Draft Report presented for Volunteering Research	November 2005
Draft Report presented for Mapping Exercise	January 2006
Final report of Mapping of Social Economy Support presented	January 2006
Volunteering Research Final Report	December 2005
Mapping Exercise – Final Report Presented	January 2006
Launch of ChangeUp Report and Toolkit	March 2006
Revise Infrastructure Development Plan	July 2006

## 7. Budget to March 2006

<b>INCOME</b>	
ChangeUp	42,256
ICT sub regional spend	4,000
<b>TOTAL</b>	<b>46,256</b>

<b>EXPENDITURE</b>	
Consultation Events	2,000
Volunteering Research	11,000
Mapping Exercise (including Performance Improvement Toolkit)	18,000
Production/Printing Costs	2,000
Social Economy Mapping	4,000
Project Management	5,256
ICT Surgeries	4,000
<b>TOTAL</b>	<b>46,256</b>

## 8. Contingency Spend

One of the particular areas highlighted during the ChangeUp process is that of support needed by frontline organisations around legal issues – both property issues and employment law.

There is limited provision in terms of legal support for the sector within Havering and many voluntary and community organisations have to use private firms and pay commercial fees. None of the infrastructure organisations in Havering currently provide any services relating to this area of need. One of the reasons for this is that the support needed is on an occasional basis and there is no sustained need for such a service.

These assumptions, although based on the experiences of the infrastructure organisations within the borough, are not based on hard evidence.

The Havering ChangeUp Steering Group would like to use the contingency money to undertake a piece of research to map existing support around legal issues within the borough and any sub-regional or regional support that is available from specialist sector providers. The research will then map the needs of the sector and make proposals based on the evidence for future provision.

The Steering Group would also like to use some of the contingency money to encourage more organisations to actively participate in the ChangeUp process and to continue to support organisations that are already engaged.

<b>INCOME</b>	
ChangeUp Contingency	18,000
<b>TOTAL</b>	<b>18,000</b>

<b>EXPENDITURE</b>	
Mapping of Legal Support	13,500
Project Management by local Sector	4,500
<b>TOTAL</b>	<b>18,000</b>