

NEWHAM INFRASTRUCTURE DEVELOPMENT PLAN

2005-2014

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1 Context

1.1 *ChangeUp*

ChangeUp is the Capacity Building and Infrastructure Framework for the Voluntary and Community sector, published by the Active Community Unit (Home Office) in June 2004. ChangeUp aims are 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, accessible to all, truly reflecting and promoting diversity, and sustainably funded”*.

1.2 *Local Infrastructure Plans (LIP)*

This development plan maps current infrastructure support provided to the Voluntary, Community and Faith Sector by the statutory, voluntary and private sectors. It addresses how gaps are filled in local provision, explores the sustainability of services, looks at opportunities for collaboration and if appropriate addresses any duplication that might exist.

1.3 *The London Borough of Newham*

The census in 2001 found that Newham’s population is 243,000, up more than 13 per cent in 10 years and 15 percent since the 1981 Census. 61% of the borough’s residents are from ethnic minorities, the highest proportion in the country; 40 % are under 25 years of age and 12% of lone parent households and Newham has one of the highest percentages of children living in poverty. There are major health inequalities to address in comparison with the rest of London and nationally with high rates of chronic disease and lower life expectancy.

It is a fact that Newham is one of the most deprived areas in the country and this is perhaps all that people outside the borough know about it. What is often not so well known is that Newham is also a vibrant and exciting neighbourhood, full of talent, energy and a commitment to create a better community - and the VCFS is key to this creation.

2 Baseline information

The Home Office ChangeUp report “Capacity Building and Infrastructure Framework for the Voluntary and Community Sector” identified several areas which they saw as essential in improving front line organisations:

- Performance Improvement
- Developing a highly effective Workforce
- ICT
- Governance
- Financing community and voluntary sector activity
- Recruiting and developing volunteers

This Plan seeks to highlight key national findings; as it relates to ChangeUp, together with any additional issues which affect Newham. Please note that whilst the government findings refer to the Voluntary and Community Sector, in this plan we refer to the Voluntary, Community and Faith Sector (VCFS)

2.1.1 Performance Improvement

For the VCFS, improving performance is about being better at what an organisation does, whether it is a small community group run by committed volunteers or a larger organisation delivering services and employing staff. Improving planning, marketing, and resource management or introducing management tools that allow strengths and weaknesses to be diagnosed, requires time, commitment and resources. Understandably, voluntary community, and faith organisations (VCFOs) are often sceptical about how effective the initiatives to improve performance will be and can see such approaches as difficult and expensive. Short-funding cycles and the unwillingness of many funders to cover the core costs and performance improvement does not help. Many VCFOs are in the position of having multiple reporting systems as different funders require different information and this leads to extra work and duplication. Performance also needs to take account of the need to manage on a project basis.

National analysis has not made any specific reference to affordable premises and meeting spaces. However lack of suitable physical space whether it be for direct delivery or office space affects service delivery and organisational performance and there is a shortage of suitable, affordable premises in the borough of Newham.

2.1.2 Developing a highly effective workforce

Developing an effective workforce is vital to improve the performance of VCFOs. This demands support in recruiting, training and retaining workforces whether they are paid or volunteers. But investment in human resources is difficult, especially for smaller VCFOs. There are gaps in management, leadership, planning and ICT skills. The VCFS may not be seen as a desirable place to work and support to VCFOs is uneven. Developing the workforce costs time and money, costs that are not always covered by funders, and VCFOs may not always have the best access to best practice in training and human resources.

2.1.3 ICT

The VCFS does not make the best use of information and community technology to improve its performance and deliver better services. This is a particular problem for smaller community groups - and infrastructure support is often lacking for these groups. VCFOs don't always appreciate the benefits ICT can bring to what they do and have problems accessing advice and support on ICT that is appropriate and affordable to them. Funders do not always cover the full costs of ICT.

Organisations don't appear to be taking into account the cost of ownership of their computer equipment, and are excluding the costs of troubleshooting support, network administration, backup and security. Organisations are becoming more reliant on the ICT for critical work without acknowledging the need for an appropriate level of management, staff time and funding.

ICT needs to become part of the core cost of activity within organisations rather than be seen as a capital cost or one-off project.

2.1.4 Governance

Governance is more than just management. It covers all aspects of the strategic direction, leadership, management and accountability to an organisation. It includes the team that runs an organisation on a day-to-day basis, as well as trustees, funders, users, employees, volunteers and members. Good governance in the VCFS faces a number of challenges. VCFOs have problems attracting high calibre board members, who may see the sector as unattractive and the laws of personal liability off-putting. In a borough such as Newham this is even more difficult as there is not a pool of 'professionals' who can bring in legal, financial expertise or people who can afford or who have job roles that enable them to give time. As with the issues of human resources and ICT, smaller VCFOs may not appreciate the value of good governance and there may be little in the way of advice and support for them. Larger organisations can face the problem of boards doing too much in the way of day-to-day management and spend too little time thinking about an organisation's longer-term strategy and mission. In larger organisations, with paid staff, trustees should be strategic and a guardian of the organisations aims and objectives with paid staff undertaking the day-to-day work. There is often confusion between the roles of staff and those of the committee.

2.1.5 Financing VCFS activity

If human resources, ICT, governance and volunteering were enough of a headache, getting funding is what keeps most VCFOs reaching for the aspirin. The world of funding for VCFOs has become more complex. Increasingly, VCFOs have to bid for funding contracts in competitive tenders; manage multiple funding streams; and deal with the monitoring and evaluation requirements of funders who demand value for money. Smaller VCFOs face barriers to winning public service delivery contracts such as knowledge of opportunities; the skills and experience of winning contracts, knowing where to find advice and support and learning the jargon. Moreover, consultation processes may work against smaller organisations; funders may fail to fully assess their capabilities; the costs of tendering are high; and more large-scale contracts favour bigger VCFOs.

2.1.6 Recruiting and developing volunteers

Volunteering is at the core of the VCFS. But recruiting, training and managing volunteers are not easy. It requires skills and organisational capacity both within an organisation and from sector-wide support groups. Some people are less likely to become volunteers than others - especially people from the communities that many VCFOs serve and support.

2.2 The Sectors in Newham

There are some 1400 Voluntary, Community and Faith organisations working in Newham. They range from large organisations such as Community Links that employ 100 people to the small self-organised groups.

The sector truly reflects the diversity of Newham and all groups in Newham serve the very diverse communities. 75% of all organisations are BME led, although the majority of those are in the Community and Faith Sectors. BME groups often feel excluded from main provision due to race.

Historically there has been a culture in Newham of under-funding or erratic funding. Community organisations have little access to mainstream Council funding and there is little recognition of the role that Faith organisations play in the community. Infrastructure tends to be funded on a project basis rather than receiving ongoing funding which makes long-term planning difficult.

The Council and other statutory providers continue to offer significant financial and other support to the community, faith and voluntary sectors. For example, work has just commenced on a partnership project that will build on Newham Voluntary Sector Consortium's (NVSC) success in reaching the faith communities across the Borough to work collaboratively across statutory sector providers too.

However the VCFS believe that historically there has been a culture in Newham of under-funding or erratic funding, that Community organisations have little access to mainstream Council funding and there is still not enough recognition of the

role that Faith organisations play in the community. The trend nationally of project rather than core funding makes long-term planning and development problematic.

Work on the Compact with the Council, health services and the Police have begun and are progressing well. This will provide a framework to build on the constructive work that the statutory sector has already delivered, offering a “one way in” approach supported by briefing and information sessions before grants and commissioning rounds take place, as well as a capacity building and feedback programme for unsuccessful organisations.

Recently Social Services held an open tender for their day care and preventative services for older people but the timetable for this was short. Consequently the VCFS felt there was insufficient run in time needed to develop meaningful consortia and the skills needed to win and deliver this type of contract leading to loss of funding and, in one case, closure.

The comments above apart the Council and other statutory providers continue to offer significant financial and other support to the community, faith and voluntary sectors.

Three sector forums are now up and running in the borough all of which currently meet on a bi-monthly basis:

- Faith Forum
- Voluntary Organisations Forum
- Community Groups Forum

Other key sector and issue based forums are organised and maintained by the BEMCCF, Healthywise, Aston-Mansfield and other LIOs that provide and facilitate information, partnership opportunities, support in resource management and sharing, and opportunities for involvement and consultation.

2.3 SWOT analysis of infrastructure and sector

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Vibrant mix 2. Number of organisations 3. Diversity of the sector 4. Ability to respond 5. Value for money 6. Existing infrastructure organisations with experience, skills and track record in a range of areas and communities 7. Joined Up Planning 8. Shared learning & good practice across the borough 9. Economy of scale 10. Shared context 11. Ability to engage other partners and stakeholders 12. Stronger voice for the sector 13. Provide sector with effective conduit 14. Emerging Compact Framework between the VCF sector the Police the Council and Health Authority 	<ol style="list-style-type: none"> 1. Lack of structure to effectively facilitate strategic coordination of infrastructure support 2. VCFS believe there is a lack of recognition by the Council 3. Little access to the numerous government funding initiatives for a number of reasons, i.e. capacity of groups to deliver against objectives set by funders or information being received too late. 4. Sector Fragmented. 5. Too many short-term initiatives. 6. Uneven spread of services 7. Poor links with the business/private sector 8. Shortage of affordable, suitable premises 9. Perception that there is no real engagement 10. Avoiding duplication 11. Small groups not being heard

OPPORTUNITIES

1. To raise the standard of local provision
2. To identify the right co-ordinating structure for the VCF's in line with the principles of partnership and consortia
3. Impact of Olympics 2012 is unknown and could provides opportunities and/or be a threat
4. Funding - able to engage with funding bodies as a collective, ensuring joint monitoring
5. Ability to achieve sustainability for the sector
6. Facilitation of two-way communication local - sub-regional - regional
7. To create a level playing field between the sectors
8. To raise the standard of local provision

THREATS

1. Potential and impact of ChangeUp not understood or clear yet
2. Impact of Olympics 2012 is unknown and could provides opportunities and/or be a threat
3. Too much information
4. Massive change agenda in many areas - requiring additional and specialist support for and high level strategic representation of VCFS
5. Funding vs. procurement and tendering
6. Sector too big - lose strategic focus
7. Communication getting tangled and not clear
8. Lack of transparency
9. Too much information - overload
10. Perceived or actual competition

2.4 The Government Framework, Newham's Community Strategy and the VCFS contribution

The Government's Framework for Community Capacity Building "Firm Foundations" recognises that the active involvement of citizens and communities with public bodies to improve their quality of life is crucial to the achievement of a wide range of Government objectives

There are a range of policies and programmes that relate to this framework including the Sustainable Communities Plan; the ChangeUp Strategic Framework for Capacity Building and Infrastructure for the VCS, Sustainable Community Strategies; Neighbourhood Renewal Strategy; and Local Area Agreements.

The VCFS can assist the Council in responding to this framework through its involvement in partnerships. It has long been recognised that productive joint working helps to ensure that service planning and delivery is integrated and effective. However there is a growing emphasis on partnership working and a number of multi-agency partnerships exist around particular themes. The Local Strategic Partnership is a multi-agency body which brings these themes together in an overall Community Strategy. The VCFS has a key contribution to make towards this strategy and the targets within it but in particular the ones below:

Building an active and inclusive community

TARGET: Everyone in the borough should have the same chances in life whatever their background and Newham should be a place where people live harmoniously and respect each other

The VCFS play a key role in meeting this agenda as they undertake significant work with disadvantaged individuals whether this be in the field of disability, health, BME or those disadvantaged by a below average income.

Investing in young people

TARGET: All our children, whatever their background, to be achieving the same level of educational attainment as the national

average. They should be healthy with good career prospects and a good quality of life.

Scout and guides groups, playgroups, sports clubs, faith youth clubs, and dancing facilities, VCFOs offer children and young people a variety of activities as well as running services which offer specialist support.

Making Newham safer

TARGET: Crime levels in Newham will be in line with the London average, and people will feel safer about living in Newham.

Diversions activities contribute towards making Newham Safer. In addition VCFOs often offer services which more directly meet this agenda through ensuring that their facility has information on Crime Prevention, and Drug and alcohol abuse through to more specialist advice and support services.

Narrowing the health gap

TARGET: By 2020 the health of local people will be at least as good as that of people in the rest of London, and by 2010 good progress will have been made towards achieving this aim.

There is a strong tradition of VCFS involvement in this area across the country as well as in Newham. Historically VCFS has done preventative work across the field including Learning Disability, Mental Health, work with Older People, and specialist health organisations. Increasingly VCFOs across are being asked to provide more mainstream care.

Business growth and access to jobs

TARGET: To ensure that Newham's unemployment rate moves in line with the national average by 2006 and that the income through work of Newham people increases to the average level for the surrounding area.

As well as being a major employer in its own right individuals are have always been able to develop their skills through volunteering.

A growing trend in volunteering projects which specifically aim to develop skills and in workforce development within the VCFS increase the contribution that the sector makes to this agenda.

2.5 The Infrastructure in Newham

In Newham we defined a local infrastructure organisation as providing a range of support services to other VCFOs to enable them to:

- Develop and grow
- Operate effectively
- Put forward their views
- Encourages and supports networking and partnerships
- Promotes co-ordination, co-operation and collaboration

Newham has not had a CVS for a number of years and consequently infrastructure support is divided between several organisations.

11 organisations in Newham fulfil the above criteria. There are a small number of organisations who deliver some of the above elements.

2.5.1.1 Aston-Mansfield

A large organisation that runs a range of programmes in its own community buildings. The Community Involvement Unit (part of Aston-Mansfield) is one of the boroughs largest infrastructure organisations. CIU has a range of services aimed at providing a package of support for new and developing community groups. These include: Research, Information and a library, Community Development and Local Network Fund which is a capacity building and small grants programme. The unit is also hosting the development of a new umbrella body for the training and learning organisations in the borough, LEAD Training Exchange in Newham.

2.5.1.2 CEMVO

A national organisation based in Newham that provides capacity building support enabling BME organisations to have effective systems to be robust and sustainable organisations. They have a limited role in the borough in comparison to their national work but have been included as they are based in Newham.

2.5.1.3 Reform corporation

Established in 1989 the organisation now caters for the vulnerable and poorest black communities in the UK and Africa. It uses culturally appropriate methods to deliver unmet services through Education, Training, Advocacy, Representation, Facilitation, General Empowerment and Collaboration.

2.5.1.4 Race Equality in Newham (REIN)

REIN aims to work both with the public and private sectors in Newham to achieve fair treatment and to promote equal opportunities for everyone regardless of their race, colour, nationality, or ethnic origin. It also aims to cause a major and sustained reduction in the levels and fear of racial harassment and violence so as to create a safer environment

2.5.1.5 Volunteer Network Centre

Established following a feasibility study, the network centre caters for the needs of volunteers and volunteering involving organisations in the borough. Activities include promoting volunteering, recruiting and supporting volunteers, brokerage, employee volunteering, developing volunteering policies and providing guidance to volunteer involving charities and organisations

2.5.1.6 Healthywise (formerly Newham Healthy LivingNetwork for Older People & their Carers)

Healthywise aims to develop and resource initiatives designed to improve the capacity of organisations and individuals working to improve the well being of older people. It develops and sustains partnerships within and between Voluntary, Independent and Statutory Sector Agencies. Core activities include providing a hub for co-ordination of older peoples services and organisational support services such as information, fund raising and resource procurement, financial management, marketing, promotion, and public relations, governance, monitoring and evaluation, capacity building and skills development and workforce development. An increasingly key area of work is strategic representation of the VCFS re change and modernisation in the health and social care field.

2.5.1.7 Renewal Programme

A community development organisation founded in 1971 on Christian principles the activities of the organisation include: Advocacy and mediation, asylum seekers and refugees, community development, education, employment, housing and homelessness, IT and computers, mental health, organisation development, setting up groups, social care and welfare and training.

RAMP provides services for refugees and migrants to enable them to realise their potential and to facilitate their full participation in society. Services include: Advocacy and Crisis Support Service: Advice at General Help with Casework Level Quality Mark in Debt, Housing, Immigration, Race issues and Welfare Benefits together with 1 to 1 Counselling Support; Emergency Food and Fresh Fruit and Vegetables Co-operative: for asylum seekers left with no other means of support; Fundraising Advice: for advice-giving organisations to raise quality of advice in LBN; Mentoring Service: 6 month 1 to 1 cross-cultural support for refugees by NVQ level 3 trained mentors; Young Refugee Service: Art therapy and after-school and holiday activities for 4-15 year olds; Support for cross-cultural refugee sewing group and social enterprise; Clients are based in and around London Borough of Newham.

RAMP is part of The Renewal Programme, a registered charity serving disadvantaged people in the London Borough of Newham

2.5.1.8 Black and Ethnic Minority Community Care Forum BEMCCF

BEMCCF is the Health and Social Care Umbrella organisation in the borough. It is relatively unique in that it is a black led organisation that provides services to all organisations. BEMCCF provides a range of capacity building services including one to one support, the provision of a programme of lunch time seminars, the quarterly Forum Link newsletter, a website and holds relevant contracts. For example it holds the Local Network Fund Outreach and Development Support and the Independent Sector Training contract. It also supports effective representation and organises consultations throughout the health and social care planning structures including being funded to deliver the Involving Communities in Health project.

2.5.1.9 Community Links

Community links works with a wide range of children, young people and adults in Newham and has a number of partnership projects with neighbouring boroughs. Adult and community services include an advice service, which offers benefit and legal advice to adults in Newham. Links UK which undertakes a number of community research projects in Newham and across London, it also includes a volunteering programme that enables adults to work in the voluntary sector, including a training and capacity building programme for adults, it also shares best practice through a range of publications and discussion forums.

The children and youth service engages with a variety of young people, including hard to reach groups of young people across Newham; projects include care schemes during holiday and term time, education otherwise schemes, delivering formal education in informal settings for young people excluded from mainstream education, disabled children and youth group provision, sports programmes, international youth exchange programmes, teenage health projects and youth club provision delivered during the evening and weekends.

2.5.1.10 Newham Voluntary Sector Consortium (NVSC)

Helps voluntary, faith and community sector groups to be more effectively involved in the LSP

2.5.1.11 Newham Community Accounting Service (NCAS)

NCA offers payroll, bookkeeping and financial services and advice to voluntary, community and faith groups in Newham. Offers formal training sessions and 1:1 training in groups own premises.

2.5.1.12 East London Business Alliance

Not yet part of the steering group but they provide key infrastructure support such as business advice and mentoring, volunteers for boards etc.

2.5.2 Analysis of the Local Infrastructure Organisations

Some of the LIO's target specific communities - for example older people, refugees. Others are geographical - SRB projects and NDC and others provide specific services

There is a vibrant mix of organisations in the borough and the infrastructure to support them. Because many of the infrastructure organisations target their services they are aware of the issues affecting users and responsive to their needs. Voluntary, community and faith sector also have some choice in which they seek help from. NVSC was set up by LIO to have a signposting and consortia role but this role has been limited due to Neighbourhood Renewal obligations.

Without effective overall coordination services can be fragmented and there is a lack of recognition by the Council. As services are provided in a variety of ways there is an uneven spread. ChangeUp creates an opportunity to create a level playing field by examining and meeting the gaps in service provision; by developing the appropriate coordinating structure and by bringing together the infrastructure organisations so they can work collaboratively.

2.6 An umbrella body?

There is now an increasing focus both nationally and locally on improving the performance of the sector, on joint working and partnership, on community involvement and on commissioning organisations as mainstream service providers. In many areas where there is a strong VCFS, it is backed up by a strong, well-established CVS. Having a strong CVS does not mean that a central body undertakes all infrastructure functions or that the CVS is the voice of the voluntary sector. It does however mean that it is easier for all infrastructure organisations to work together to identify gaps, and provide a cohesive service, to coordinate their activities and to promote the strengths of each infrastructure organisation in a way that makes it easy for all voluntary, community and faith organisations to access services. In the absence of a CVS there needs to be some consortium structure or organisation which will undertake these functions.

3 Geographic links

Newham is part of the East London CVS Network which was established in 2004.

The network covers the geographical sub region of the London boroughs of Barking & Dagenham, Bexley, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge Tower Hamlets and the City of London.

The network aims to ensure that the VCFS has effective representation at a sub-regional level, and that relationships are made with the regional and sub-regional bodies to promote the interests of the 9 CVS and their members. Ultimately it hopes to be able to access funding to improve and increase VCS services across the East London sub-region.

London has been chosen as the host city for the 2012 Olympic Games and whilst the effect on the VCFS is not yet clarified the Games will have a huge impact on the sub-region. The Olympic Park will create sporting, health care, education and park facilities for East London. There are 9,000 residential units and around 19,000 jobs will be created. Crucially for the sector there are likely to be around 70,000 volunteer placements. The development of the Thames Gateway also has an impact for sub-regional working. This initiative aims to deliver large-scale sources of new employment of London's major concentrations of deprived communities in inner east London.

4 Vision

To ensure that the voluntary, community and faith sectors in Newham have the range and depth of well co-ordinated high quality support and advice necessary for it to develop and sustain its capacity and to play a key role in ensuring a good quality of life for everyone in the borough.

The Infrastructure Steering Group is keen to develop a vision and objectives which is creative and capable of being proactive and responsive in a fast-changing environment. The sector is fundamental to the successful achievement of a strategy for social and economic development, led through participation and engagement. The sector requires imaginative leadership and further work needs to be undertaken to develop overall objectives for the plan. The detailed objectives are set out in the first column of the investment plan

5 Areas for development of existing structures Opportunities for collaboration and/or merger

Infrastructure organisations have established and supported several forums over the years. More recently NVSC has established several forums, which includes a Capacity Builders Network (previously hosted by the now defunct Newham Training Network) which brings together local infrastructure organisations and includes representatives from the Local Authority and the PCT. It is at these forums that we look to maximise on opportunities to work in partnership, encourage collaboration and share ideas.

Such is the diversity of Newham and the demands from the Community there has been an increasing need for all organisations to work together.

For example there are some 20 Somali organisations working in Newham - they have now formed a coalition to strengthen their ability to respond to the increasing demands.

Forums and partnerships have also been developed in response to national health and social care changes and the need to improve service provision for particular communities and groups such as carers, older people and vulnerable adults and there are opportunities to develop further collaborative work, for example with the training programme for the Independent Sector

By working in collaboration with the LIO's there has been an increase in understanding the needs of the sectors and building partnerships.

In developing a 10 year plan more work should be done to build on the forums and networks, to consider how they interlink and work together for there to be an increase in the level of recognition for the VCFS.

As well as consideration of how the partnerships and networks fit there is a need to consider how the infrastructure groups fit together and coordinate their services.

In order to take full advantage of opportunities that exist sub-regionally, including the Olympics and Thames Gateway, and influence the sub-region it is vital that the Newham VCFS maintain and increase our sub-regional partnership working and our partnerships.

6 Barriers against achieving vision

The funding changes in the borough are by far the biggest barrier to achieving our vision. The funding programmes administered by NVSC will end in March 2006 and the funding to NVSC and other infrastructure organisations is being drastically cut leading to a reduction in services and support. Other barriers include:

- Failure by our statutory partners to recognise the development needed.
- Missing opportunities through information overload
- An expectation that our vision can be achieved on the cheap
- Ensuring that community organisations are kept on board.

7 Themes for Investment

The themes for investment are contained in the attached action plans. At present there is very little funding available to support a 10-year infrastructure development plans. Therefore it is not possible to allocate funding. However there are some objectives within the investment plan which have been identified as needing more immediate attention and we would wish to allocate the ChangeUp funding against these objectives. They are set out in more detail in the investment plan and are:

- Develop infrastructure plan and structures/systems which support infrastructure collaboration including protocols where appropriate
- Provide signposting to support which is available from LIOs including mapping
- Front-line VCFOs collaborate and work jointly
- Strong, skilled, knowledgeable management committees able to give effective strategic guidance to their VCFOs
- Groups able to compete effectively for service level contracts and tendering and procurement on quality and value for many.

8 Consultation and further development of the infrastructure plan

NVSC has been going through a process whereby its funding is being reviewed and the organisation will need to reconfigure its staffing and service provision. Consequently the plan has got off to a late start in Newham. At this stage therefore consultation has been limited to the Steering Group Members. The intention is that consultation will take place with the sector forums and Capacity Builders Network and will be reviewed further. These will take place on December 2005 with the Faith Sector and January 2006 with the Community and Voluntary Sector.

The infrastructure steering group will need to agree who will lead on the objectives/ actions within the plan.

8.1 Monitoring and review

The plan will be further developed through the Infrastructure Steering Group. An away day will be held as part of this process in January 2006.

The steering group will continue to meet on a on a regular basis to further develop and monitor the plan:

- The plan will be reviewed following consultation and then on an annual basis / six monthly
- Targets will be set and monitored quarterly
- Outcomes will be monitored annually and fuller evaluations will be undertaken as appropriate
- Each year the plan will be reviewed, setting more precise targets for the year ahead.

8.2 Strategy for involving BME groups and communities, social enterprise groups, community groups and marginalised communities

The London Borough of Newham has a diverse and vibrant community. 61% of the community are BME. The VCF sectors fully reflect the diversity of the population. 75% of VCF groups working in the borough are BME led and fully participate in established networks. There also a number of BME specific networks and

marginalised communities are encouraged to work together as well as to participate in the borough wide networks. NVSC has established and fully supports both a community forum and a Faith network; this has enabled the traditionally excluded communities to become stronger, although there is still more work to be done.

Three of our 11 LIO's are BME led - REIN, Reform and the BEMCCF. CEMVO is also based in the borough, although they do little work in Newham.

Community Links provide specific support to social enterprises and we are looking to build up the level of expertise in this area. Reform Corporation, NVSC and Aston-Mansfield have received ERDF support to further develop this area of work.

Newham has the lowest percentage of people over the age of 65 in London at 9%, compared with a London average of 12%. Their needs and aspirations require championing in a borough so characterised by its young population structure. 22% of the population are over 50, and the proportion of older people from BME communities (currently low in comparison to Newham's general population ratio) is set to increase rapidly over the next 10 years. Healthywise co-ordinates support in this area.

9 Steering Group members

- Black and Ethnic Minority Community Care Forum
- Reform Cooperation
- Aston-Mansfield
- Community Links
- Council for Ethnic Minority Voluntary Organisations
- Race Equality in Newham
- Renewal Refugee and Migrant Project
- Healthywise
- Volunteer Network Centre
- Renewal Programme
- NVSC

Members identified the below organisations to join the Steering Group.

- Newham Primary Care Trust
- The Mental Health Trust
- Conflict and Change
- East London Business Alliance

10 Agreement to the plan / budget

A draft document was discussed at the steering group meeting on 22nd November following which steering group members made further contribution by email. This final plan which incorporates their comments has been sent to the steering group although. Time constraints have prevented a physical final meeting before submission.

There is no budget attached with the Plan, as it is acknowledge elsewhere in the report that as the Plan had started late and the Steering Group has only met once so far to agree gaps the main content of the plan. The budget will be agreed at the planned away day meeting in January 2006.

11 Themes for Investment

N.B. resources and timetable sections will be developed by the steering group between January and March 2006

Ten year objective	Outcome	Action	Resources	Timetable/milestones
Collaboration				
Develop infrastructure plan and structures/systems which support infrastructure collaboration including protocols where appropriate	<ul style="list-style-type: none"> LIOs work together to provide coordinated services 	<ul style="list-style-type: none"> Consult on and develop the plan Develop the vision and objectives for the plan Agree protocols for working Give consideration to appropriate models for working to ensure coordination of infrastructure services and a strong VCFS Review and develop the infrastructure steering group and capacity builders network (including membership) Ensure ChangeUp information is available on infrastructure websites 	ChangeUp	2005
		<ul style="list-style-type: none"> Develop systems to aid communication e.g. intranets/telephone systems Identify and work together on joint initiatives 		2008 onwards
Provide signposting to	<ul style="list-style-type: none"> VCOs have easy access 	<ul style="list-style-type: none"> Undertake mapping of infrastructure activity 	ChangeUp	2005

Ten year objective	Outcome	Action	Resources	Timetable/milestones
		<ul style="list-style-type: none"> • Produce joint leaflets and website ensuring VCFOs are aware of what help is available to them • Develop a referral system • Develop common assessment and referral forms and systems 		2006/8
Front-line VCFOs collaborate and work jointly	<ul style="list-style-type: none"> • Better use of resources • Mutual support • Shared expertise 	<ul style="list-style-type: none"> • Review current networks/forums, terms of reference and links between them • Develop issue/client group based partnerships and consortia as appropriate 	ChangeUp	2006
Performance improvement				
The VCFS able to deliver professional services and articulate community needs	<ul style="list-style-type: none"> • Strong service provision • Strong community cohesion • Reduced disadvantage in borough 	<ul style="list-style-type: none"> • Develop and set up a community learning project, • Provide one-to-one support for smaller VCFOs • Provide access to good practice in HR policies and procedures through resource bank • Lobby funders to accept common monitoring and evaluation information 	Sources to be identified	2006-10 2006

Ten year objective	Outcome	Action	Resources	Timetable/milestones
		<p>which is proportional to the level of funding and concentrates on outcomes (including soft outcomes) rather than outputs</p> <ul style="list-style-type: none"> • Assist both large and small organisations in developing monitoring and evaluation systems 		
Enable strong voluntary sector leadership	<ul style="list-style-type: none"> • Strong community cohesion • Strong coherent voice for the sector • Effective management of VCFOs 	<ul style="list-style-type: none"> • Develop mentoring systems to provide support to managers and trustees including peer to peer networks • Facilitate strategic thinking through networks forums and training • Support organisations which wish to develop their services (whilst recognising that not all groups want to grow) 		
VCFOs have information to enable them to manage and develop their activities	<ul style="list-style-type: none"> • Effective management • Planned development 	<ul style="list-style-type: none"> • Develop information available through websites and written material • Signpost to information within and outside of the borough 	ChangeUp and other sources to be identified.	2006
VCFOs to	• VCFOs	• Provide information on quality marks	Sources to	2007

Ten year objective	Outcome	Action	Resources	Timetable/milestones
obtain appropriate quality marks	provide high quality service and work towards continuous improvement	<ul style="list-style-type: none"> and assurance schemes • Advise organisations on quality marks appropriate for their organisation • Support VCFOs in obtaining quality marks 	be identified.	
Provide additional support for smaller groups	<ul style="list-style-type: none"> • Creates a level playing field 	<ul style="list-style-type: none"> • Support groups in developing plans and clarifying their purpose • Support groups in developing fundraising strategies • Develop pro-bono support • Develop relationships with private business 	Secure additional funding	
VCFOs have access to physical resources	<ul style="list-style-type: none"> • VCFOs are able to run their activities • VCFOs have access to premises 	<ul style="list-style-type: none"> • Develop a premises strategy • Put together information on available space • Encourage the sharing of space including meeting space, hire of halls, and hot desking 	Sources to be identified.	
Workforce Development and leadership				
Coordinate	<ul style="list-style-type: none"> • VCFOs have 	<ul style="list-style-type: none"> • Clarify the role of LEAD and the role it 	Sources to	

Ten year objective	Outcome	Action	Resources	Timetable/milestones
promote and deliver training available within and outside of the borough	access to appropriate training	can take on delivering on Workforce Development and Leadership <ul style="list-style-type: none"> • Undertake a joint training needs analysis • Gather information on available training • Create a joint training diary • Promote training through LIOs 	be identified.	
Develop accredited training (e.g. OCN) and access to professional/degree level	<ul style="list-style-type: none"> • Better skills obtained for the workforce • Training is more attractive • Organisations are able to manage change 	<ul style="list-style-type: none"> • Develop courses which can be accredited (or 'buy in' from neighbouring boroughs) • Research available professional courses • Research and provide access to available professional management courses including managing change, and organisational structure • Promote and deliver (promotion to medium and larger organisations should be included) 	Sources to be identified.	
Develop and promote systems for developing	<ul style="list-style-type: none"> • VCFOs have a formal system for identifying staff skills and 	<ul style="list-style-type: none"> • Resource bank of model documents • Training sessions for VCFOs on developing and using systems which support staff development 	Sources to be identified.	

Ten year objective	Outcome	Action	Resources	Timetable/milestones
staff including skills audit, staff appraisal systems, and training policies	for developing staff <ul style="list-style-type: none"> • Staff are supported and developed 	Introduce system to ensure that these are effectively carried out		
Develop informal forms of learning	<ul style="list-style-type: none"> • Best use is made of all learning opportunities 	<ul style="list-style-type: none"> • Develop mentoring and shadowing schemes for small VCFOs through partnerships with larger VCFOs, transfer of learning where consultants are used • Develop action learning sets • Develop mentoring and shadowing schemes with private business and the statutory sector 	Build on existing initiatives and develop new ones to promote different forms of learning.	2006-2008
ICT				
Commission and pilot study to set up and ICT helpline for VCFO and provide workshops	<ul style="list-style-type: none"> • VCFOs have access to IT support. • The LASA project is informed by local needs 	<ul style="list-style-type: none"> • Set up a free help-line • Provide 4 workshops 		Jan 2006 - June 2006

Ten year objective	Outcome	Action	Resources	Timetable/milestones
Ensure the borough has access to ICT 'circuit rider' support being provided sub-regionally	<ul style="list-style-type: none"> VCFOs have access to IT support 	<ul style="list-style-type: none"> CVSs (sub-regional) to develop business plan and fundraise 	ChangeUp and secure funding	
Governance				
Strong, skilled, knowledgeable management committees able to give effective strategic guidance to their VCFOs	<ul style="list-style-type: none"> Improved sustainability More robust VCFOs Improved service provision More effective partnership working 	<ul style="list-style-type: none"> Resource bank of model documents, policies and procedures Link with sub-regional better governance project Develop BME capacity building project 	ChangeUp and other sources to be identified	2006 - 2008
Develop training programme for management	<ul style="list-style-type: none"> Committee members aware of their roles and responsibilities 	<ul style="list-style-type: none"> Provide induction training for committees Provide training for management committees 	Secure funding	2006-2008

Ten year objective	Outcome	Action	Resources	Timetable/milestones
committees (accredited and non-accredited)	s			
Volunteer recruitment and management				
Access to diverse and valuable human resource and stronger links between groups and the community as a whole	<ul style="list-style-type: none"> • Better access to skilled and experienced volunteers • More effective use of volunteers • Increased capacity to undertake activities 	<ul style="list-style-type: none"> • Volunteering promotion project to include database of opportunities 	Funding application pending Link to sub-regional website which will encourage volunteering	2006-12
Develop Training programme for volunteers and	<ul style="list-style-type: none"> • Volunteers well trained • Increased in self confidence 	<ul style="list-style-type: none"> • Link up with local and regional training providers including Volunteer England Training programme and Greater London Volunteering to design and deliver quality training. 	Funds to be acquired - LSC, Volunteering England	2006-12

Ten year objective	Outcome	Action	Resources	Timetable/milestones
volunteer - involving organisations	<ul style="list-style-type: none"> • Acquired more employability skills • Community cohesion promoted • Organisations operating more professionally 		and others	
Develop a mechanism to recruit, train, place and provide support to management committee members.	<ul style="list-style-type: none"> • A pool of suitable volunteers • Competent and understand their responsibilities fully • Organisations using the service to enrol 	<ul style="list-style-type: none"> • Develop training in consultation with regional and national providers • Train local trainers and staff to support • Run recruitment campaigns and induction training for board trustees 	Seek funding from LSC ACU Generate income by charging fees to organisations	2006-12

Ten year objective	Outcome	Action	Resources	Timetable/milestones
	trustees/directors • Strong and more professional management committees			
Develop systems to recruit volunteers from diverse communities of Newham, including refugees and other BME communities	• Volunteers from all communities of Newham recruited • Volunteering for communities becomes a natural progression to paid employments	• Establish outreach sites • Wider marketing the services using • Recruit ambassadors to market the service to hard to reach communities • Ensure there is collaboration and information sharing for all volunteering projects e.g. LA future community leaders project	Funding for volunteer coordinators	2006 -12
Develop "Good Practice" networks for	• Organisations feel well supported • Organisations	• Promote the benefits of Good Practice to all organisations • Well trained staff • Produce local leaflets and booklets on	Additional funding required - BHT, City	2006- 12

Ten year objective	Outcome	Action	Resources	Timetable/milestones
volunteer-involving organisations to network, share information, good practices, provide support to one another, On issues relating to volunteering and management.	<p>better informed</p> <ul style="list-style-type: none"> • Organisation gaining "investors in Volunteering mark" 	<p>good practice</p> <ul style="list-style-type: none"> • Set up intranet and interactive website for members to communicate 	Parochial	
Develop infrastructure within the Volunteer Network Centre to enable volunteers to	<ul style="list-style-type: none"> • More volunteers trained • More volunteers receiving pre-employment training and 	<ul style="list-style-type: none"> • Collaborative working with local training providers • Liaison with JCP and other employment agencies • Links with employers • Partnerships with all parties to benefit all 	Additional training room, ICT and trained staff	2006-12

Ten year objective	Outcome	Action	Resources	Timetable/milestones
access the labour Market.	<ul style="list-style-type: none"> • coaching • Facilities for job search • More volunteers getting into paid job market 			
Additional support provided to emerging, vulnerable and hard to reach groups as well as others to develop and implement volunteering policies and procedures.	<ul style="list-style-type: none"> • Emerging groups becoming stronger and growing • Groups able to provide intended services • Groups better managed 	<ul style="list-style-type: none"> • Mapping out exercise to identify small and emerging groups • Identifying their need • Designing training and other support to meet their identified needs. 		2006
Develop procedures	<ul style="list-style-type: none"> • Volunteers suitably 	<ul style="list-style-type: none"> • Establish liaison with all relevant bodies and establish procedures to link 	ICT, additional	2006-2012

Ten year objective	Outcome	Action	Resources	Timetable/milestones
and systems to work in collaboration with local, regional and national bodies to recruit, train and retain volunteers for 2012 Olympics	trained for Olympics <ul style="list-style-type: none"> • Volunteers taking active parts in events leading to the Olympics • Good liaison established 	up to work collaboratively	staff, FRC. Link to Olympic committee, local boroughs, training providers, local groups.	
Financing VCS activity				
Groups understand full spectrum of financing options and are able to plan effective financing	<ul style="list-style-type: none"> • Improved sustainability • Better, longer term planning • More consistency in services provided 	<ul style="list-style-type: none"> • Improved information via infrastructure websites • Improve the skills and knowledge of trustees • Provide support through the Community Accountancy project (including advice on full-cost recovery) and other capacity builders offering 	Link to sub-regional governance and quality project Resource bank and link to sub-	2006 2006 2006

Ten year objective	Outcome	Action	Resources	Timetable/milestones
strategy for themselves. Groups are effective with financial operations.	<ul style="list-style-type: none"> • More security for users 	financial advice <ul style="list-style-type: none"> • Provide fundraising and financial advice through the Community Accountancy project, and Community development/capacity building workers • Provide mentoring and support to disadvantaged VCFOs • Include in the premises strategy a strategy for building up an asset base 	regional governance and quality project ChangeUp ALG	
Additional support provided to small and disadvantaged VCFOs	<ul style="list-style-type: none"> • Creates a level playing field • Enables small VCFOs to access funding 	<ul style="list-style-type: none"> • Provide advice surgeries • Provide one-to-one advice and support • Give mentoring support • Develop consortia which enable less established VCFOs to work with more established VCFOs to obtain funding 	Secure funding	
Groups able to compete effectively for service level contracts and tendering and	<ul style="list-style-type: none"> • Improved sustainability • Improved service provision/more choice 	<ul style="list-style-type: none"> • Support groups in achieving relevant and appropriate quality standards • Develop self evaluation framework for voluntary groups • Gear up VCFOs to be able to tender for work for the Children's Trust, Adult 	ChangeUp	2006-9

Ten year objective	Outcome	Action	Resources	Timetable/milestones
procurement on quality and value for many.	professional available for service users	Services, ALG and take advantages of other opportunities <ul style="list-style-type: none"> • Assist organisations in developing tendering partnerships and ensuring recognition of the skills available within those partnerships 		
Develop better working relationships with Statutory sector bodies	<ul style="list-style-type: none"> • Credibility of the sector is increased • Sector is able to make a positive contribution 	<ul style="list-style-type: none"> • Utilise the Compact to ensure the continued development of good relationships • Staff on LIOs to make appropriate links with relevant officers and Cllrs • Undertake sector presentations with key officers/Cllrs • Develop opportunities for statutory and voluntary sector to meet (e.g. lunch and speaker sessions) • Ensure VCFS involvement in the development of procurement policy 	Existing resources	