

INFRASTRUCTURE DEVELOPMENT STRATEGY 2008-2014

Consortium Name: East London ChangeUp Partnership

Area of Benefit: 9 boroughs [Havering, Barking & Dagenham, Redbridge, Newham, Hackney, Tower Hamlets, Lewisham, Greenwich, Bexley] and City.

Lead Body: East London CVS Network [secretariat] HAVCO [finance]

Contact Details:

Alice Wallace / Andrea Chott

ELN

19/21 Eastern Rd

Romford

RM1 3NH

T: 01708 77 8060

E: alice.wallace@elcvnetwork.org.uk / andrea.chott@elcvnetwork.org.uk

W: www.elcvnetwork.org.uk

Consortium Vision / Mission Statement:

Vision for sector development in East London

The East London ChangeUp Partnership has a vision of a strong and vibrant voluntary and community sector which has a positive impact on the lives of those who live, work, learn and play in East London.

The East London ChangeUp Partnership aims to develop suitable and effective infrastructures across East London, where VCOs can access a full range of quality support services. This will enable those organisations to deliver quality and accessible services to local communities.

The Partnership will do this by:

- Identifying major gaps in infrastructure provision across the sub-region
 - Mapping current provision and gaps
 - Data analysis
 - Providing a forum for VCS, funders and statutory providers to work up responses to gaps
- Working with all stakeholders to ensure that services are developed and co-ordinated at an appropriate level [local, cross-borough or sub-regional].
- Supporting local voluntary and community organisations by making available technical advice and support through a robust range of infrastructure services that are accredited and quality assured.
- Promoting the benefits of independent, autonomous and diverse organisations in delivering front line and infrastructure services
- Increase external understanding, support, valuing of and investment in a sector that offers high quality, responsive services that have a measurable impact on the well-being, social, economic and environmental performance of the sub-region.
- Building on existing trust between service users and voluntary organisations to influence policy and practice of sub-regional stakeholders and providers

Consortium Objectives:

The East London ChangeUp Partnership is committed to:

- A co-ordinated approach to the development of infrastructure and an independent, vibrant and sustainable VCS in East London
- Developing a skilled workforce that is resourced and enabled to deliver efficient, high quality services
- Collaborative working across all areas of work, ensuring synergy and clarity between local ChangeUp Plans and the East London ChangeUp Plan
- Reflecting the diversity and difference within and across the sector
- Sharing good practice
- Developing equality of service. In other words, ensuring that VCOs have access to the same levels of support for the key services areas eg: HR & Legal support, Community Accountancy, ICT

The Partnership will:

- Identify current infrastructure issues in the sub-region incorporating such issues into the Strategic and Business Plans
- Subject to funding develop programmes and projects that will aid the development of VSC infrastructure and support the creation of an independent, vibrant and sustainable VCS in East London

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

The East London ChangeUp Partnership aims to:

1. Increase the capacity of CVS and other LIOs to support East London VCOs gain access to quality, affordable and accessible premises.
2. Create a cohesive, and strategic volunteer centre network, that is able to work collaboratively for the benefit of volunteers and volunteering in East London
3. Increase the capacity of CVS and other LIOs to maximise the benefits of the Olympics for the people who, work and live in East London
4. Increase the capacity of CVS and other LIOs to provide quality HR and Legal support to local VCOs
5. Increase the capacity of equalities organisations to contribute to the development of policy and initiatives in East London.
6. Increase the capacity of CVS & other LIO's to support local VCOs achieve sustainability.
7. Increase the capacity of CVS and other LIOs to provide appropriate ICT support to FLOs in East London
8. To increase the capacity of CVS and other LIOs to deliver quality financial management support services to front-line VCOs.
9. Ensure a co-ordinated approach to Community Development in the London Thames Gateway
10. Develop an informed, cohesive and effective Partnership, that is able to inform and participate in the decision making process for infrastructure development in East London
11. Develop an informed, cohesive and effective Partnership, that is able to inform and direct the development and work of the East London CVS Network

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

During the past two years The East London ChangeUp Partnership has written, commissioned, or been involved in the commissioning of the following research into the needs of the sector in East London:

- A Strategy for Building a World Class Third Sector in London Thames Gateway [TGLP Nov 06] was a major study into the role of the 3rd sector in developing sustainable communities. Many recommendations were made and a number of these have been picked up by in the work programme of the ChangeUp East London Partnership and are reflected in the Partnership's aims.
- ChangeUp East London Partnership self-assessment action plan [July 07]
- BME VCS Infrastructure in East London sub-region [MiNet May 07]
- Open to Options: Developing HR & Legal Support [ELN Dec 06]
- Developing a World Class Third Sector Workforce in East London [TGLP Nov 06]
- Commissioning & Procurement: Fit for Purpose? A conference report [ELN May 06]
- Mapping CD Learning & Qualification Programmes across the London Region [LVSC June 06]
- Commissioning & Procurement: Needs for the VCS [Age Concern 2006]
- Developing ICT Support to VCOs in East London [ELN Oct 06]
- East London infrastructure investment & development plan [ELN Oct 2005]

In addition the following have influenced the development of this Plan:

- The London Plan and sub-regional economic development strategies identify the need for sub-regional local authority partnerships to engage with the 3rd sector and ensure all plans and strategies reflect the needs of all communities, especially those most marginalised from service provision.
- Building Blocks [City Parochial Foundation 2007]
- Greater London Volunteering 'Volunteering Bridge' [GLV]
- Local ChangeUp Plans
- PiP [Kairos in Soho 2005]

The Themes for Investment are based on these findings, and builds on work already started to develop support for CVS and Local Infrastructure agencies in East London.

In addition, there has been wide consultation and discussion with the following:

- The East London CVS Network
- The local ChangeUp consortia in East London
- The Volunteer Centres Network
- The East London BME Network
- CVS Development Workers
- Equalities groups [eg: ROTA, BTEG, The Consortium of LGBT VCOs, the Womens Resource Centre, disability organisations]
- Infrastructure organisations working in East London

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

Main implications include:

Finance:

- Resources to recruit staff, monitor progress, and pull together key partners that will lead on specific pieces of work
- Inability to fundraise for specific posts in year one will impact on the delivery of objectives

Staff:

- The East London ChangeUp Partnership's Business Plan [EL Plan] will be co-ordinated by the

two East London CVS coordinators + the ELN administrator

- A number of staff who will be delivering the EL Plan are already in post
- Where the necessary staff do not exist within delivery organisations they will be recruited.
- Where staff are employed on behalf of the Partnership measures will ensure that qualified & skilled staff are recruited.

Geography:

- The ChangeUp East London Partnership covers 9 London boroughs + the City of London. This is a huge geographical area and we have learnt from experience that delivering a sub-regional project across the whole patch is problematic. As a result we have developed the concept of 3 min-hubs where appropriate: Bexley, Greenwich & Lewisham + Redbridge, Barking&Dagenham & Havering + Hackney, Newham, Tower Hamlets & City. This way we can ensure parity of provision on a more manageable level.

Skills & Knowledge:

- The EL Plan will be delivered by experts in their respective fields.
- The EL Plan will be co-ordinated by the ELN staff team who have developed good working relationships with the Partnership members and with delivery organisations, and understand the needs of the 3rd sector in the sub-region.

Objectives within the plan assume continued support from partners with whom we are working collaboratively to deliver pieces of work and continued support from those on the ChangeUp Partnership

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

For additional information on Track Record please see appendix 9 in the Business Plan.

The East London CVS Network will:

- Provide facilitation of the East London ChangeUp Partnership
- Ensure the implementation of the Business Plan [including the development of Key Performance Indicators, monitoring progress,]
- Commission additional strategies as required
- Co-ordinate of projects
- Provide guidance on the development of projects
- Ensure that issues of sustainability are addressed

Hackney Voluntary Action will:

- Recruit & host the sub regions first ICT worker in the Hackney, Newham, City and Tower Hamlets mini hub
- Research and submit funding applications for ICT workers in the sub regions remaining two mini hubs
- Develop a strategy for sustainable funding for ICT infrastructure
- Provide timely monitoring and performance management information to the Partnership

And

- will lead on the development of an East London Volunteers Centre Network

Barking & Dagenham CVS, Bexley CVS and Hackney Voluntary Action will host an ICT worker on behalf of their mini-hub

Interchange will deliver a programme of management training.

BNRRN will be the lead agency in developing a BME Network

Hackney CVS will lead on the Sustainability Project and the Research Project.

HAVCO will lead on the development of a Premises Strategy for London the Thames Gateway

NVSC will lead on the development of a Community Development Strategy for the London Thames Gateway

Pro Active East London will:

- Appoint a sub-regional Sport and Physical Activity Volunteer Coordinator
- Lobby for and promote sports volunteering
- Lobby for a pilot sports specific PVP

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

The ChangeUp East London Business Plan is ambitious and wide ranging. We have tried to include work being done by a wide variety of 3rd sector infrastructure organisations in East London. Some have been developed outside of the ChangeUp process, but clearly fit. Others have been developed in partnership. The ChangeUp East London Partnership took the decision to include these projects as part of the Business Plan in order to facilitate better communication and greater accountability and responsiveness to project development and delivery.

The ChangeUp East London Partnership will ensure the following:

- The agreement of key performance indicators and outcomes before projects are rolled out.
- Clear understanding of what evidence to be collected as part of evaluation process
- Regular reports on projects at each Partnership meeting [currently bi-monthly]
- An annual review process will review implementation of the Development Strategy
- Annual report to track results against targets

The tables contained within the Business Plan provide more detail on timescales for delivery and Project Plans can be obtained from the ELN office if required..

INFRASTRUCTURE DEVELOPMENT STRATEGY

Name of Consortium: The East London ChangeUp Partnership

Lead body signature:

Date signed:

Date signed off by Consortium:

ANNEX

East London ChangeUp Partnership Terms of Reference

Introduction

A government initiative, ChangeUp is designed to improve voluntary and community sector infrastructure so that by 2014 frontline voluntary and community organisations will have the support they need to achieve their potential. In response to the government's initiative, the East London ChangeUp Partnership (The Partnership) was established in January 2005 and is facilitated by the East London CVS Network.

The Partnership covers a large area which includes south London boroughs, Bexley, Greenwich and Lewisham and north of the river, Barking & Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets, and City.

The East London¹ ChangeUp Partnership recognises that over the coming years East London will undergo significant regeneration with investment in infrastructure, housing and job creation, inevitably leading to an expansion of the voluntary and community sector (VSC) that will permanently alter the political, environmental geographical and social landscape of East London.

The Partnership through ChangeUp is committed to:

- A co-ordinated approach to the development of infrastructure and an independent, vibrant and sustainable VCS in East London
- Developing a skilled workforce that is resourced and enabled to deliver efficient, high quality services
- Collaborative working across all areas of work, ensuring synergy and clarity between local ChangeUp Plans and the East London ChangeUp Plan
- Reflecting the diversity and difference within and across the sector
- Sharing good practice
- Developing equality of service

The Partnership will:

- Identify current infrastructure issues in the sub-region incorporating such issues into the Strategic and Business Plans
- Subject to funding develop programmes and projects that will aid the development of VSC infrastructure and support the creation of an independent, vibrant and sustainable VCS in East London
- Commission work as required to support the development of the East London ChangeUp Plan
- Where appropriate, consult with private, public and VCS Sector stakeholders, and funders based in or supporting the VCS in East London on issues related to the implementation of the East London ChangeUp Plan
- Assess options and make recommendations that address issues pertaining to the implementation of the East London ChangeUp Plan.

Membership:

The Partnership will consist of representatives from the following organisations;

- Any third sector infrastructure organisation delivering services in two or more east London boroughs
- East London BME Network
- Each Local ChangeUp Consortia

¹ East London in this context is co-terminus with the Learning and Skills Council London East boundaries, which include the boroughs of Barking & Dagenham, Bexley, City, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge and Tower Hamlets.



- East London CVS Network
- East London Volunteer Centre Network
- Local Authorities
- London Councils
- Public Sector agencies working across East London

The Partnership will invite new members able to devote the time and attention required by the activities of the Partnership. In order to:

- Give specific and detailed knowledge that can only be contributed by additional member(s)
- Provide a balance of policy, planning and programme implementation knowledge and expertise in areas related to the objectives of the ChangeUp Business Plan
- Represent a diversity of organisations/sectors and perspectives

Partnership members are expected to represent the views and concerns of their local ChangeUp Consortia and/or constituent group

The Partnership can with draw membership if:

- The representative organisation does not attend 3 consecutive meetings without prior apologies
- A serious conflict of interest arises

Reporting Structure:

There is an expectation that Partnership members will act as a conduit between their local ChangeUp consortium and/or constituents

Where an agency is delivering a project on behalf of the Partnership the agency is expected to:

- Develop key performance indicators and outcomes before projects are rolled out
- Have a clear understanding of what evidence is to be collected as part of evaluation process
- Provide regular reports on projects at each Partnership meeting

Decision Making

Decisions are made on a majority vote. There is an expectation that Partnership members will consult with their respective ChangeUp consortia and/or constituents prior to meetings.

Secretariat Support:

The East London CVS Network will co-ordinate the activities and provide secretariat support to the East London ChangeUp Partnership.

Notes and updates on actions/ outcomes from the East London ChangeUp Partnership meetings will be posted on the ELN website.

Tenure:

Membership of the Partnership will be reviewed annually in October/November of each year.

An individual may withdraw from the Partnership at any time upon written notification to the East London CVS Network.

Frequency of Meetings

The Consortium will meet bi monthly. However the group will decide if fewer or additional meetings/events are necessary to support the implementation of the East London Sub Regional ChangeUp Business Plan.

Conflict of Interest:

Partnership members must refrain from any conflict of interest. In situations where a real or potential conflict of interest arises in the course of the work of the group, the individual involved



must declare this conflict, and disqualify himself/herself from participation in any discussions on that subject matter.

Funding and expenses:

The group will have no specific funds at its disposal. Rather, it is an advisory body, which will inform the wider members of the voluntary & community sector on their decisions with regard to strategic investment of ChangeUp funds in the development of VCS infrastructure support in East London.

Election of Chair

The position of Chair will be reviewed annually by the Partnership to allow for equity and rotation. If the Partnership decides to elect a new chair, then the Chair will need to be nominated by two members of the Partnership and supported by majority vote.

**Agreed by the Partnership
January 2008**

