



East London INFRASTRUCTURE INVESTMENT and DEVELOPMENT PLAN

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Executive Summary

The East London Infrastructure Investment and Development Plan [EL II&DP] has been written in response to the governments' initiative to improve the infrastructure of the voluntary and community sector: ChangeUp.

The Government Office for London has funded this piece of work in order to ensure that infrastructure organisations within the East London sub-region have fully considered how to configure and deliver improved services to frontline organisations.

Information within this report has been collated from the following sources:

- Discussions with infrastructure organisations
- Local borough Infrastructure Investment and Development Plans
- Local borough ChangeUp Steering Groups
- A report commissioned by the ChangeUp East London Steering Group looking at the provision of infrastructure support in key areas
- Work undertaken by the ICT Development Workers for East London
- East London CVS Network meetings
- Existing research into the needs of voluntary and community organisations in East London.

Those involved in the development of borough based ChangeUp Plans in East London were invited to a consultation event to discuss proposals for the sub-regional Plan and participate in prioritising development.

There remain issues around the balance between delivering infrastructure services at a local borough level, and providing co-ordination of delivery and quality at a sub-regional level. Dialogue on the appropriate level for delivery across the sub-region will continue as services are developed.

Moving Forward:

The key aim of ChangeUp is to enhance the way support services are delivered to the sector in East London:

- Infrastructure organisations need to communicate what they do more clearly – from a simple directory of who does what, to streamlining policy and information services and creating compatible databases
- There needs to be clearer understanding of the sector, its contribution [both economic & social], and its projected development needs
- Quality and consistency across the sub-region are vital if there is to be equality of service and this needs to be addressed in conjunction with the emerging national work on infrastructure accreditation.
- There needs to be a co-ordinated approach to informing funders and partner agencies of the needs of the communities which VCOs work with in East London
- The ICT capability of both infrastructure and front-line organisations needs to be improved

A detailed action plan has been developed to address these issues and the Steering Group is currently developing Working Groups to take individual areas of work forward.

The real work starts here: the Voluntary and Community Sector need to meet the challenge of changing the way the infrastructure organisations work in order to ensure that front-line organisations are fit for purpose ~ whether that be in delivering public services or working to provide better representation for marginalised communities in East London.

CHAPTER ONE: BACKGROUND INFORMATION

1.i The Role of the Voluntary & Community Sector:

The voluntary and community sector is the third pillar of British society, equal in importance to the public and private sectors. In East London alone it consists of between 10,000 and 15,000 non-profit organisations, of which approximately 2,000 are registered charities and many more community groups that are not registered charities. An increasing number are also not-for-profit companies limited by guarantee.

The voluntary and community sector plays a vital leadership role in developing policies and services that improve and enhance society. It touches the lives of thousands of people each day. The voluntary sector influences virtually all aspects of our society from social justice, human rights, environment, health and faith, to arts and culture, international development, sports and recreation. Many organisations deliver services to and advocate on behalf of individuals and groups who are disadvantaged, marginalised and/or excluded, and whose voices might otherwise not be heard.

The “uniqueness ... [of the sector] ... stems from the added value created by the willingness of local people to give of their time, energy and, often, their money to provide practical support to their fellow citizens. Local people understand what local people need. Without the bureaucracy inherent in statutory services, voluntary and community organisations are well placed to provide quick and appropriate responses”

ChangeUp Lewisham

The sector has been instrumental in the development of many of the public services relied on today as essential: schools, hospitals, assistance to disadvantaged people and communities, and care for children in need. Voluntary Sector Organisations [VSOs] bring their knowledge, expertise, and compassion in working with communities and individuals to public policy debates and identify priorities to governments. In addition, the sector provides a focal point for formal volunteering opportunities – increasingly seen as an important pathway for many into paid employment. A strong voluntary sector is vital to a healthy nation.

The last decade has seen Voluntary and Community Organisations playing an increasingly significant role in the provision of mainstream services in a 'mixed economy of care', whilst striving to maintain their traditional roles of 'innovation' and campaigning for social change. The Voluntary and Community Sector [VCS] is responding to the challenges of modernisation. Partnerships need to be developed and support provided to navigate new relationships. Infrastructure organisations are taking on an enhanced role and will need to develop skills and expertise accordingly.

The Voluntary and Community Sector is a key player in creating greater social inclusion and democratic renewal, providing mechanisms for community involvement in the various government initiatives and neighbourhood renewal programmes promoting public involvement and partnership working.

The benefits of having a strong Voluntary and Community Sector:

1. Community Engagement

Most Voluntary and Community Organisations are developed and managed by local people, giving local people a route to be involved in the development of their local communities, shifting the focus of power and responsibility from centralised bureaucracy. It allows for people to develop shared values and address shared issues facing their communities, and encourages people to get involved in local activities. Community engagement is the 'mesh' which holds society together, and contributes to Safer Stronger Communities. Therefore a strong VCS supports the enhancement of local democracy, increased sense of belonging and to the development of support networks.

2. Input into policy and service development

Whilst elected members can reflect the general concerns of their constituents and may have expertise in some specific areas, they cannot be expected to represent the wide range of community needs. Voluntary and community organisations are able to draw on a wide range of views and experience, often advocating on behalf of the more marginalised within society. The VCS is a strategic advisor and informed participant in local and sub-regional decision-making.

3. Service Provision

Voluntary and community organisations provide services to the most deprived communities. They can offer tailored and specific services that add to mainstream provision, respect and meet the needs of diverse communities, and are often located in their local communities. Their roles of service delivery, and advocacy and campaigning are complementary. As key deliverers to some of the most socially excluded groups and as representatives of local communities, they can play a key role in social regeneration. In addition, VCOs bring significant funding into an area.

1.ii Role of Infrastructure

All organisations need quality support in order to provide quality services. VCOs may access information and services from a range of different points within their community. These include:

- Neighbourhood based organisations [eg: community centres]
- Borough based organisations [eg: CVS, Volunteer Centres]
- Cross-borough projects [eg: community accountancy projects]
- Sub-regional projects [eg: LEAD, East London CVS Network]
- Regional services [eg: PEACe]
- National organisations [eg: national bodies such as The Refugee Council, Bassac]

Infrastructure organisations can also be divided into the following categories:

- **Generic Infrastructure:**
Those organisations based in boroughs providing either the generalist range of infrastructure services as described in the NACVS membership criteria as the 'core functions' of infrastructure services. In particular they provide information and advice around organisational development, accessing funding opportunities, and training opportunities for both staff and trustees.
- **Specialist Infrastructure:**
These are agencies providing support around specific issues, [such as support for the HR function or community accountancy], or who work with a particular community [eg: BMER or LGBT communities].

There are currently approximately 130 infrastructure organisations operating in East London.

The sub-region of East London is relatively new in formation, and therefore there is not a history of working sub-regionally. The two networks which cover the sub-region are:

- The East London CVS Network established in 2004 aims to ensure that the voluntary and community sector 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 we hope to be able to access funding to improve and increase VCS services across the East London sub-region.
- London East Action for Development [LEAD] which supports the formation, organisation and development of Voluntary Sector Training Networks with a membership of training providers in each of the Learning and Skills Council London East [LSC LE] boroughs. The LEAD team at London Voluntary Sector Training Consortium [LVSTC] facilitates the development of each borough network by providing advice, information and guidance. The team guides the sub-regional agenda to give a voice to the voluntary sector across East London.

1.iii The National Agenda – ‘Changeup’

In June 2004 the Government published ‘Changeup’, which outlines its expectations for VCS infrastructure development. Changeup recognises that voluntary and community activity is a crucial part of public life - connecting people and helping them to shape their communities. The starting point for the programme was to encourage local infrastructure organisations at a local, sub-regional and regional level to identify the support needs of frontline voluntary and community organisations and to ascertain whether they are able and equipped to meet these needs. Having done this, each Steering Group was asked to develop a ten-year Infrastructure Investment and Development Plan which would identify their approach to infrastructure development in order to strengthen the sector in the longer term.

ChangeUp defines infrastructure as:

“the physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote frontline organisations thus enabling them to deliver their missions more effectively.”

Key support needs for the sector were identified as part of the Home Office's Cross Cutting Review of the Role of the Voluntary and Community Sector in Service Delivery as:

- Performance improvement
- Workforce Development
- Information Communication Technology support and advice
- Governance
- Recruiting and developing volunteers
- Funding

A number of national ‘hubs’ have been developed to co-ordinate work around these areas, and to commission the development of resources and toolkits. Each hub has its own website and work-plan:

National Hubs – summary of activity

Performance Improvement

www.performance-improvement.org.uk

Will commission toolkits and information to promote the awareness of the importance of performance improvement.

Workforce development

www.voluntarysectorskills.org.uk

Will provide a key link to working with mainstream providers and will assist in identifying ways of engagement and building partnerships with local colleges. Will also develop tools including benchmarking criteria.

ICT

www.ictconsortium.org.uk

Will provide web-based information service along with a telephone helpline and access to pro-bono support.

Governance

www.governancehub.org.uk

Framework of competencies and standards will be developed Will also provide resources and toolkits.

Financing VCS activity

www.nacvs.org.uk

Will provide a single gateway for signposting at national level.

Volunteering

www.volunteeringhub@volunteeringengland.org

Will work on modernising the volunteering infrastructure and will develop a case for support, models and a policy framework in which volunteering infrastructure can flourish and in doing so deliver an excellent service to potential volunteers, volunteers, volunteer managers and volunteer involving organisations.

1.iv Policy Context:

In addition to ChangeUp, there are a number of other factors influencing the development of the Voluntary and Community sector in East London, as set out below:

a. Changes to the delivery of public services

Increasingly the state is withdrawing from many welfare functions it has previously undertaken. The Government is encouraging the greater use of voluntary and community sector organisations in the delivery of public services. There are various implications which include the reduction in grant funding for VCOs and the increased expectations of 'professionalisation' of those organisations delivering public services, including working to tighter specifications, pressure to reduce overheads and to enhance performance management. There have been a number of documents relating to this issue:

- Futurebuilders
- Think Smart – Think Voluntary Sector
- The Gershon Report into public sector efficiency
- VCS Review 2004

b. The Comprehensive Performance Assessment (CPA) regime.

This places local authorities in league tables, and looks local authorities performance both corporately and in terms of the quality and effectiveness of the services it provides. To be a local authority rated as "excellent" by CPA, the local authority must meet high standards of service quality and efficiency, be responsive to their communities, and be engaged in effective partnership working. The key criteria include:

- partnership working with the statutory, voluntary, business and private sectors to add value and deliver against its ambitions and priorities
- whether there is a strategic approach to procurement which takes full account of the capacity of voluntary, community and private sector organisations to make provision, and seeks to build that capacity wherever possible
- involving the voluntary and community sector in policy and planning and in service delivery
- building capacity in the voluntary and community sector to support service delivery and community engagement

c. The Thames Gateway is a major regeneration initiative being undertaken by the ODPM, and includes the 9 boroughs currently included in East London. The Thames Gateway London Partnership is developing an integrated programme of land and infrastructure improvements, skills development, business support and environmental improvement in order to overcome longstanding barriers to new investment. The ultimate aim of the initiative is to deliver large scale sources of new employment of London's major concentrations of deprived communities in inner east London. By working in partnership with local authorities, employers and other key agencies, VCOs can help to equip local residents, particularly those from disadvantaged communities with the support and skills to improve both their life chances and their quality of life.

The Thames Gateway London Partnership facilitates the TGLP Third Sector Steering Group. The aim of this Steering Group is to take action and make recommendations, where appropriate, to ensure that the contribution of the Third Sector to the development and long-term sustainability of the London Thames Gateway Growth area is recognized and taken into account at all appropriate levels, and that this is achieved through a partnership approach between the Third, public and private sectors.

d. Olympics

The bid to host the 2012 Olympic and Paralympic Games was awarded to London on 6th July 2005. The bid was based on the 'Games of Diversity' and the legacy for economic development and regeneration of East London, and has specific regeneration opportunities for the boroughs of Newham, Tower Hamlets, Hackney, Barking and Dagenham and Greenwich.

The VCS, together with the public and private sectors, has a vital role in delivering on the Olympics and on the Olympic 'legacy', with a particular emphasis on the economic, social and environmental outcomes. In addition, unless those who are most disadvantaged gain something tangible in social, economic and/or environmental terms from the London Olympics, then these Games will not be a 'model for social inclusion'. A challenge is how the sector can add value across the equality and community cohesion/renewal agenda to deliver the Olympics and the legacy successfully. There are opportunities for the sector to promote the benefits of community-owned space and to engage with other Local Area Agreements in key delivery areas that will add value to Olympic delivery.

e. Health

The reorganisation of the health service will have a considerable impact on local partnership working. The potential loss of borough-based PCTs will demand new routes of engagement between frontline voluntary and community organisations and health commissioners and policy makers. This suggests a new role at a sub-regional level in order that sector activity is co-terminus with the work of the PCTs. In addition, it is not yet clear to what extent alignment between health and social care will be continued or lost as a result of these reconfigurations.

Alongside these changes is the introduction of a commissioning based approach to providing health care services. This will be a fundamental change for many voluntary and community organisations who are used to being awarded contract to deliver services to the public. Instead, they will now need to develop new skills and processes. They will need to compete in an open market alongside private sector organisations, tender to deliver services, provide services at a market price and negotiate with a number of commissioners.

f. Learning and Skills

It is anticipated that there will be a reorganisation of Learning and Skills Councils and that links at a sub-regional level may be reduced. The needs of East London may now need to be raised at a regional level.

g. Local Area Agreements [LAAs]

All local authorities are expected to have a Local Area Agreement by 2007. The London Borough of Greenwich, one of the boroughs covered by the East London CVS Network, was a first found pilot. LAAs are designed to provide a more flexible and responsive relationship between central government and a locality, for example giving greater control of the setting of priority outcomes to the locality, so that they can reflect community priorities. An LAA requires the financial commitment of partners and involves pooling of budget streams being received from central government. Achieving this new relationship will require a significant shift in the way central and local government relate to each other and to other local partners, and needs to involve the VCS as a key partner.

Implications for the sector include a possible reduction in funding as allocations are not ring-fenced. VCOs must be involved in decision making – this is an enhanced opportunity for the sector to represent both the sector and communities. However, there are capacity issues, questions as to how the sector is engaged and how those involved represent the needs of the sector, and how the voice of local people are heard through VCOs.

h. Community Strategies

All local authorities are expected to have a Local Strategic Partnership [LSP], involving the public and voluntary sectors, alongside representatives of the residential and business communities. East Local Strategic Partnership oversees the area's Community Strategy [which is a statutory document]. A Community Strategy aims to promote economic, social and environmental well-being of those who live, work and study in that borough. It sets out a long term vision and brings together the many individual strategies from the different agencies and partnerships into one document.

i. Neighbourhood Renewal

The Governments' vision for the year 2010 is that 'no-one should be seriously disadvantaged by where they live'. The aim is to deliver economic prosperity, safe communities, high quality education, decent housing and better health to the poorest parts of the country. The Government has set 'floor targets' for local authorities, health authorities, police, housing agencies and other public bodies to ensure that neighbourhoods with greatest need are brought up to the borough average.

Six East London boroughs are designated Neighbourhood Renewal areas¹ and received funding via Community Empowerment Networks, however this is a changing picture with NRF funding being greatly reduced over the next financial year.

¹ See appendix A

j. Other Issues:

In recent years the Government has developed regional and sub-regional working across the UK through devolving decision making power. In London this has resulted in the establishment of Government Office for London [GOL], the London Development Agency [LDA] and the Greater London Authority [GLA]. Alongside these developments the 5 sub-regional CVS Networks/Partnerships have emerged in London.

1.v The Development of the East London Plan

It is against this backdrop that this Plan has been developed. Consideration has been made of where this fits in the context of local and national provision. Investment of £70k has been made available at sub-regional level to support the development of infrastructure support.

Local infrastructure investment and development plans have been written for all 9 boroughs within the East London sub-region². The Infrastructure and Investment Plan for East London is designed to complement these local Plans. Initial baseline information from CVSs suggests that support in some areas of infrastructure support are ad hoc, reactive and uncoordinated. It is intended that the Themes for Investment found later in this document will build on and support local infrastructure service delivery, and will support the development of infrastructure support services where they are currently weak or non-existent.

Working together across the sub-region of East London can bring a number of benefits. These are discussed further in Chapter 2.

The ChangeUp East London Steering Group began meeting in March 2005. The Steering Group currently consists of representatives from the following organisations/sectors:

- 4 CVS [Havering, Lewisham, Hackney, Barking & Dagenham]
- 3 Local Authorities [Newham, Lewisham, Hackney]
- ALG
- Thames Gateway
- LDA
- North East London Strategic Health Authority
- LASA ICT Project
- BME Community Care Forum
- Volunteer Centre Greenwich
- LVSTC
- Social Enterprise London
- BTEG/Bassac 'Progress through Partnership' Project.

It is envisaged that the Steering Group will invite new members to participate if issues are identified in the process specific to their priorities. The Steering Group members:

- In aggregate, provide a balance of policy, planning and programme implementation knowledge and expertise in areas related to the objectives for the VCS infrastructure organisations in East London
- Represent a diversity of organisations/ sectors and perspectives

² East London refers to the 9 London boroughs of Bexley, Greenwich, Lewisham, Tower Hamlets, Newham, Hackney, Redbridge, Barking & Dagenham and Havering. There is currently no CVS in the City of London and City VCOs are working together to address this gap. The City of London is part of the LSC LE sub-region and may become part of ELN in the future.

- Are able to devote the time and attention required by the activities of the steering group.

Steering Group Members do not necessarily represent the views of all 9 boroughs, however members are required to report back to their organisations/ networks/ local ChangeUp planning groups/ or persons on whose behalf they are attending to ensure transparency and accountability.

The ChangeUp East London Steering Group is committed to:

- Reinforcing the principles underlying the work of both CVS and the VCS
- Collaborative working across all areas of work
- Its work being constructively integrated with infrastructure improvements being developed at the national, regional, sub regional and local levels.
- Reflecting the diversity and difference within and across the sector.
- Sharing good practice
- Developing equality of service

The Steering Group is committed to supporting the independence of the VCS and empowering communities to be involved in issues affecting them.

It is these principles which underpin the development of the East London sub-regional Infrastructure Investment and Development Plan.

The main methodologies used in producing the plan were:

- Monthly meetings of the East London ChangeUp Steering Group
- Sub-group/working group meetings as appropriate
- Analysis of national, regional and local literature on infrastructure
- Analysis of local information on the needs of local VCOs [provided by local ChangeUp Steering Groups]
- Analysis of different models of service delivery
- Interviews with Infrastructure Organisations providing services to the VCS in East London – in particular with the directors of the 9 CVS
- Consultation Event on 6th October

In addition, draft versions of this Plan were circulated widely and comments incorporated.

Although CVS and Local Infrastructure Organisations have been meeting for some time in other London sub-regions, this is a relatively new process for East London. The East London CVS Network was established in September 2004 and the ChangeUp East London Steering Group began convening in March 2005.

Naturally the Steering Group continues to face the challenges of any new grouping: building trust and beginning to work together to deliver effective solutions to support front-line. This is exacerbated by the complex environment in which the VCS is operating. However, the Steering Group is confident that this plan forms an appropriate and achievable way forward.

CHAPTER TWO: LOCAL CONTEXT

It has been suggested that the sense of gravity is shifting eastwards out of central London as more jobs are created in the East London boroughs. More people are living in Medway towns or in the outer boroughs and commuting into either the city or East London. This trend looks set to continue with the successful bid to hold the 2012 Olympics in East London, and with the Thames Gateway regeneration programme. The implications for the VCS in East London is that there will be more people potentially accessing their services, and that those people may not be accessing services where they live but where they work.

East London is a diverse sub-region, including both inner and outer London boroughs³:

- Ranking according to Indices of Deprivation vary from Tower Hamlets which is listed as 4 out of 354 local authorities to Havering which is listed 214.
- Some boroughs have established minority ethnic communities [eg: Tower Hamlets] whereas other boroughs are having to adapt rapidly to new communities [eg: Barking & Dagenham]. The size of the BME communities varies also: Newham has a BME population of almost 150,000 representing just over 60% of the total population, while Havering has a BME population of less than 12,000 [5.2% of total population].
- Unemployment rates range from 13.4% in Tower Hamlets to rates in Bexley and Havering that are too small for a reliable measure to be published.
- The number of people in rented accommodation varies from around 21% in Havering to over 70% in Tower Hamlets
- The number of people with no qualifications varies from almost 40% in Barking & Dagenham [almost 10% higher than the London average] to 25% in Redbridge.

Further work is needed to collate existing data and identify gaps in information about East London.

Voluntary and Community Sector Profile

Research into the needs and expectations of voluntary organisations in East London has been undertaken at a borough level by local ChangeUp Steering Groups. There are between 10,000 and 15,000 VCOs in the sub-region, of which approximately 1500 have been directly involved in developing local ChangeUp plans.

The local Plans have identified around 130 infrastructure organisations. Most of these are borough based, although there is some cross-borough, and some pan-London organisations providing services within East London. Financial support for infrastructure support varies from borough to borough – with Hackney bringing in £1,410,942 compared to £360,505 in Havering⁴.

The age of the sector differs greatly also: Barking & Dagenham CVS was established in 1943. Others have been recently established, or have existed for a number of years, becoming a CVS only recently. There is difference in the type of services provided by CVS and the number of staff employed.

³ Appendix C

⁴ Appendix A

The East London CVS Network:

The East London CVS Network was established in 2004 to ensure that the voluntary and community sector 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 we hope to be able to access funding to improve and increase VCS services across the East London sub-region.

The Network covers the geographical sub-region of the London boroughs of Barking & Dagenham, Bexley, Greenwich⁵, Hackney, Havering, Lewisham, Newham, Redbridge, and Tower Hamlets. Its activities are governed by the Directors of the local Councils for Voluntary Service (CVS) and it is supported by two Sub-Regional Coordinators [one post currently vacant] and an Administrator.

Sub-regional Working:

Sub-regional working has an important role in the current environment:

- Raising the profile and role of the voluntary and community sector.
- Strategic policy development
- Delivery and development of services
- Implementation of initiatives and legislation
- Informing and influencing central and local government
- Promoting cross-sector partnership working
- Representing and advocating on behalf of the sector and users of VCS services

The East London CVS Network has been charged with the task of writing the East London Infrastructure Investment and Development Plan.

⁵ There is currently no CVS in Greenwich, although a new Steering Group is being formed. For additional information contact either Penny Rossetter at Volunteer Centre Greenwich or Gulden Fedayi at Greenwich local authority.

SWOT: The added value to working sub-regionally⁶

<p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ Joined up planning ▪ Shared learning across boroughs ▪ Shared good practice across boroughs ▪ Economy of scale ▪ Avoiding duplication ▪ Shared context ▪ Ability to engage other partners and stakeholders ▪ Stronger voice for the sector ▪ Provide sector with effective conduit ▪ Mix of diversity <ul style="list-style-type: none"> ○ Inner / outer London ○ Demographics 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Ensuring small groups get heard ▪ Real engagement ▪ Too top heavy ▪ Too CVS led ▪ No terms of reference for sub-regional ChangeUp steering group ▪ Partner boroughs at different levels ▪ Certain projects limited to certain areas – inconsistency of quality & provision
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ To engage all LIOs ▪ To develop representative structures ▪ To develop a Code of Conduct & Terms of Reference for sub-regional working ▪ Funding – able to engage with funding bodies at sub-regional level ▪ Ability to achieve sustainability ▪ Facilitation of two-way communication local – sub-regional – regional ▪ To influence sub-regional agenda of LDA / LSC LE etc ▪ To develop a communication flowchart and improve communication and accountability ▪ To create a level playing field ▪ To raise the standard of local provision 	<p>THREATS</p> <ul style="list-style-type: none"> ▪ Representation does not happen at a local level ▪ Funding ▪ Too big – lose strategic focus ▪ LDA / LSC will drive own agenda without VCS input ▪ Communication getting tangled and not clear ▪ Lack of transparency ▪ Information overload
<p>ACCOUNTABILITY IS A CROSSCUTTING THEME</p>	

⁶ SWOT analysis undertaken by sub-group of the ChangeUp EL Steering Group May 05

Vision for sector development in East London

The ChangeUp East London Steering Group 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 ChangeUp East London Steering Group 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 Steering Group 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
- Securing 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.
- Ensuring that the VCS is a great place to work
- Ensuring that trustees have the skills and support to lead VCOs into the next phase of their development

Summary conclusions:

In East London there are likely to be large increases in the number of people who live, work, learn and play in East London boroughs brought about by the Thames Gateway regeneration programme, and by holding the 2012 Olympics. Voluntary and Community Organisations continue to have a role of providing services and of advocating on behalf of individuals and communities. This role is set to increase. The national context presents a unique opportunity for the VCS infrastructure through ChangeUp to develop and respond to these challenges, to meet the needs of VCS and the communities they work with. There clearly needs to be co-ordinated structures and process for achieving best practice in the sector.

CHAPTER 3: THE WAY FORWARD FOR INFRASTRUCTURE DEVELOPMENT IN EAST LONDON

3.i The ChangeUp East London Steering Group believes it is crucial that future infrastructure development is planned around the needs of the sector as a whole. Current infrastructure has in many cases developed as a result of evolution, often dependant on funding opportunities and the vision and willingness of individuals within organisations to develop new services. The emphasis placed on the VCS by the government via the ChangeUp initiative has led infrastructure organisations to consider the vision that supports the development of support to the sector, and hence the basis for this plan.

The ChangeUp East London Steering group have taken the following into consideration when considering the development of infrastructure support:

- How can quality specialist advice services be delivered to the sector?
- How can economies of scale on general, technical and conceptual elements be delivered?
- When is it more appropriate to deliver services at a cross-borough or sub-regional level [encompassing economies of scale and manageability]?
- When is it more appropriate to deliver services locally. Perhaps when needs become more specialist, diverse, personal and subject to varying local circumstances [one size does not fit all].

Sub-regional working is still a very new concept in East London and therefore much work is needed to develop relationships and build partnerships. This is the beginning of an on-going process.

3.ii Monitoring & Review Proposals

The ChangeUp East London Steering Group will continue to meet and develop. It will be responsible for monitoring and reviewing the development and implementation of the Infrastructure Investment and Development Plan for East London. It will do this by:

- Considering how monitoring at a borough level is co-ordinated
- Sharing learning
- Monitoring the performance of the Steering Group
- Commissioning external monitoring and evaluation

An Action Plan will be drawn up and reviewed at regular intervals.

3.iii Strategy for ensuring marginalised communities benefit from this investment

The ChangeUp East London Steering Group recognises that there are communities which are marginalised and discriminated against. It also recognises that VCOs working with and/or representing marginalised communities are not well represented at a sub-regional level. One of the identified Priority Areas for Investment is therefore to work with other agencies to develop strategic sub-regional networks.

It is intended that a range of Voluntary and Community Sector Organisations will be involved in, and benefit, from the implementation of the East London Infrastructure Investment and Development Plan. The Steering Group is committed to equality of service provision and support, and in encouraging diversity and difference across the sector.

3.iv Communication Strategy⁷

The objectives of ChangeUp and the East London Infrastructure Investment and Development Plan will be communicated through the website page on the East London CVS Network website. The webpage will host links to each of the borough plans in the sub-region as well as to the East London ChangeUp Plan and other information relevant to infrastructure in East London.

Newsletters are to be produced and disseminated through borough ChangeUp steering groups and direct to infrastructure organisations working in East London. The first newsletter contained information on the ChangeUp objectives and outlined who is involved in ChangeUp in East London, launched the webpage and invited others in both the voluntary and community sector and public sector to become more involved in the process. The second newsletter will be used to launch the ChangeUp Plan for East London, and to detail the next steps.

⁷ See Appendix B for Communications Flow Chart

**CHAPTER FOUR: THEMES FOR INVESTMENT
PRIORITY AREAS AND PROPOSALS INITIAL ACTIVITY**

It is not possible at this stage to predict the precise nature of activity beyond 2007. Many of these areas are in an embryonic stage – as is the sector in terms of working together on a sub-regional basis. Below are the Priority Areas and Proposals for Initial Activity. As mentioned earlier, the sub-regional Plan aims to add value to what is happening at a local borough level. ELN and the ChangeUp East London Steering Group aim to:

- Encourage the development of cross-borough or sub-regional working where there is clear benefit [eg: economies of scale / quality assurance]. This may include encouraging partnership working and/or facilitating the development of services.
- Support work being done at a borough level by providing training and resources to staff within infrastructure organisations.

4.i Legal Support

In an increasingly evolving environment VCOs are often having to deal with complex situations requiring legal support. It is imperative that organisations have access to quality, reliable and consistent legal advice from organisations who understand the ethos and working practices of the sector. Quality legal advice is invariably expensive and unaffordable for many not-for-profit organisations. Advice and support needs include⁸:

- Corporate law [eg: advice on contracts and setting up a company limited by guarantee]
- Charity Law [eg: advice on setting up a community interest company]
- Intellectual Property Law [eg: advice on copyright, data protection] and
- Property Law [eg: lease terms]

The early mapping of national infrastructure organisations noted that ‘legal and advocacy services at local level are not readily available’. This gap is mirrored at local level within East London.

The future public sector context is likely to expect VCOs to earn more of their income from the contracting and commissioning opportunities. In addition there will be procurement opportunities around the Olympics. Therefore there will be an even greater need to support organisations to navigate, what will be for many, new terrain in terms of procurement and commissioning.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Map provision of existing legal support	4,000	ChangeUp tranche2	Directory of legal support available in East London	Greater awareness of exiting support
Provide Options Papers to Steering Group / ELN directors			Report	Shared understanding of options
Write business plan & funding strategy			Business Plan & Funding Strategy	Agreement as to way forward
Funding applications			Applications submitted	Funding for future work
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development of future work				EL VCOs have access to quality, reliable and consistent legal advice from organisations who understand the ethos and working practices of the sector.

⁸ Employment Law is also an area of need but is covered under Support for the HR Function

4.ii Governance

The changes affecting the sector have huge implications for those providing direction to VCOs, especially trustees, many of whom are being required to run professional businesses subject to company and charity law. Support for governance is a general gap for VSOs in East London.

There is a need for effective and reliable information, support and advice to board members, which should be easy to locate and of consistently good quality. Good governance does not just happen - it requires investment, in individual skills but also in development of the board as a whole. Good governance is becoming increasingly vital for those VCOs who wish to pursue procurement and commissioning opportunities, and to those seeking out and winning new funding.

Issues for East London:

- Ensuring that development workers within infrastructure organisations have access to information, resources and advice
- Providing support to trustees from 2nd Tier organisations
- Providing technical support to Treasurers and Chairs
- Supporting the recruitment of trustees

Activity 2005/06	Cost	Funding	Milestones	Outcome
Clarify needs & write Options Papers	4,000	ChangeUp tranche 2	Options Papers	Agreement as to what activity should be co-ordinated at sub-regional level
Write business plan & funding strategy			Business plan & funding strategy	Agreement re: way forward
Funding applications			Funding applications submitted	Successful applications!
Hold workshops at sub-regional conference			Delivery of workshop	Increased awareness amongst development workers of national & sub-regional initiatives. Increased understanding of the training & development needs of development workers around governance
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development & delivery of initiatives to support governance			Development of pilot projects	New training and development initiatives are required which provide appropriate support to trustees in their role of governance.

4.iii Performance Improvement

With the development of voluntary organisations delivering public services, those organisations may be in direct competition with the private sector. VCOs will need to be clear on their Unique

Selling Points and on the advantages of having services provided by a voluntary organisation. These advantages may include benefits to the local economy, the greater impact achieved through locally delivered services, the value-base of the organisation which extends beyond merely providing a service in order to make a profit. However, VCOs will also have to prove that they are able to deliver a quality service which is attractive to potential purchasers.

There has been a growth in the number of performance improvement tools available to VCOs in recent years. As a consequence, organisations are not always aware of the resources available, or the skills to implement them. Although supporting VCOs improve their performance is one of the primary aims of VCS infrastructure, this infrastructure is not always equipped to provide the support that is needed.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Hold workshop at sub-regional conference	500		Workshop held	Improved understanding of PI issues Increased awareness of training needs of IOs
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development of programme of activity	15,000		Development of Pilot Projects	VCS better informed about PI initiatives & resources

4.iv Volunteering in East London

A meeting of the Volunteer Centres took place on 25 August 2005 where it was agreed to develop a more co-ordinated and strategic approach to developing the volunteering infrastructure. There is an urgent need for some focused support and advice to help agencies understand the legal context of for volunteering. Longer support was also needed around helping agencies access funding, and create volunteer schemes. There is urgent need to develop a Strategy for East London looking at Volunteering and the Olympics.

Current Picture – National Review

ChangeUp review recognised that *volunteers* are the key part of the added-value the sector provides to service delivery. Volunteers enhance their own skills and build social capital in their communities. Through ChangeUp, Year of the Volunteer and other initiatives Government aims to increase levels of volunteering in all communities and in particular from young people.

Developing the skills of paid and volunteer workforces and recruiting and retaining the right people is the key to improving the organisation’s impact. The ChangeUp review has found that many front line organisations do not recognise the importance of investing in the development of their paid and voluntary workforce. The needs of the people working and volunteering in the VCS sector are not recognised by training and development providers. Current provision is patchy and uneven in quality across geographical areas.

Volunteering is one of the cross-cutting themes in the ChangeUp Framework and it affects all other priorities. For example governance stresses that there needs to be collaboration with initiatives which promote volunteering to ensure that Board membership has a profile as a volunteering and personal development opportunity across diverse communities.

Volunteer Centres have clearly demonstrated to date the ability to effectively reach and place a diverse range of individuals, in particular the unemployed and black and ethnic minority

communities, into volunteering opportunities, both locally, and further. Volunteer Centres have a key role in helping to increase the number of volunteers and volunteering opportunities.

National ChangeUp High Level Objectives for Volunteering

- There is a leaner, effectively marketed and high quality volunteering infrastructure reaching, recruiting and placing a greater diversity of individuals coupled with improved volunteer management by 2014
- There should be provision for local volunteer engagement and organisational support and development, through volunteer centres, in all areas of the country by 2009
- There should be a commonly branded local volunteering infrastructure linked to the achievement of quality standards available from the end of 2005

Activity 2005/06	Cost	Funding	Milestones	Outcome
Develop sub-regional strategic Volunteer Centres Network	4,500	ChangeUp tranche2	Network structure agreed by VCs in East London	A co-ordinated approach to delivering national and sub-regional objectives
Undertake mapping exercise of existing provision			Directory of provision	Greater awareness of provision & gaps
Development of Volunteering & the Olympics Strategy			Strategy for developing 2012 volunteering	Creation of mechanisms for involvement of volunteers from local communities in 2012
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development of the VC Network			Regular meetings Information produced	A co-ordinated approach to delivering national and sub-regional objectives
Implementation of Volunteering & Olympics Strategy			Strategy agreed by key stakeholders	Greater involvement of volunteers from local communities in the Olympics
Develop proposals to address gaps			Pilot Projects	Increased volunteering opportunities

4.v Workforce Development In the Voluntary & Community Sector in East London

Workforce Development is a challenging and exciting area of work being undertaken by the East London CVS Network in conjunction with the TGLP Third Sector Steering Group, North East London Strategic Health Authority, the EL ChangeUp Steering Group, HAVCO and LVSTC. In every sector there is potential for growth ~ and the VCS is no different. The challenge is to ensure that the VCS in East London is ready to meet growth with a highly skilled workforce.

Obtaining precise information on either the number of Voluntary & Community Organisations or the number of people working within the sector is difficult. NCVO estimate that there are over 563,000 paid staff in the sector, accounting for over 2% of the workforce. Estimates for the number of volunteers ranges from 3million people to 22million. The Learning and Skills Council LE suggests that 100,000 people are working in the sector in East London while the London Employers' Survey 2000-01 estimated this figure at around 212,000. These figures clearly include both part-time and full-time staff, and appear exaggerated. More work is needed to obtain more accurate figures.

The sector ranges from small self-help groups run entirely by volunteers, through to very large organisations. The majority of organisations [76%] employ fewer than 25 people and these account for at least 5% of all SME's within London. Of these organisations, most usually employ between 1 and 5 members of staff – 25 would make an organisation large compared with other VCOs. No mapping has been done to ascertain the number of people working within infrastructure organisations – again, work is clearly needed to address this gap in sector intelligence.

There is currently no co-ordinated activity around workforce development. A strategic vision for workforce development is needed to include a clear understanding of the following:

- The vision for workforce development as part of ChangeUp
- Current and future VCS workforce development needs in the context of the potential growth implicit in the Thames Gateway regeneration initiatives and the delivery and legacy of the Olympics
- New government public sector contracting arrangements
- The scale of learning provision required to meet the needs and assists in the development of career progression routes
- Financing options
- The infrastructure needed to support learning delivery, accreditation and inspection requirements
- London's Framework for Regional Employment and Skills Action [FRESA], which is both a programme of action and an agreement for all sectors to work together to better meet real needs and deliver co-ordinated action in the future.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Development of WFD Working Group	30,000	5,000 ChangeUp 25,000 NELSHA 2,500 LSC LE	Terms of Reference	Agreement on roles and responsibilities of working group
Information & training event re: audits			'Auditors' recruited & trained	Skilled group of people able to undertake audits
Undertake training audit for 500 VCOs			Training audits completed	Base-line information available
Commission WFD Strategy	40,000	5,000 ChangeUp 9,000 TGLP 3SSG 4,000 LSC LE	WFD Strategy for VCS in East London	A clear understanding of workforce development needs for the sector A coordinated approach to workforce development in East London A clear understanding of the infrastructure needed to support learning delivery, accreditation & inspection requirements A realistic funding strategy
Hold workshop at sub-regional conference			Workshop delivered	Greater awareness amongst infrastructure organisations
Activity 2006/07	Cost	Funding	Milestones	Outcome
Employ WFD Co-ordinator	£50,000			
Launch WFD Strategy	5,000		Strategy launched	A shared vision of workforce development amongst key stakeholders in EL

Implementation of Strategy			The development of appropriate training opportunities [accredited & non-accredited]	A skilled VCS workforce in East London
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4.vi Financial Management

Good financial management promotes confidence, trust, transparency and accountability, which are all hallmarks of good governance. In the Voluntary and Community Sector community accountancy focuses on providing volunteers, trustees and workers with good financial management skills through training, consultancy, advice and support, and the development of financial systems and procedures. Charity regulations and SORP have made financial management central to the running of organisations, and there is a need to proactively deal with the increasing demands of financial workload. Hiring dedicated finance staff is beyond many organisations’ means and it is often difficult for local organisations to attract suitably qualified personnel to support them in this role.

Community Accountancy projects support community organisations to acquire the basic financial skills needed to run successful organisations – writing budgets, bookkeeping, bank reconciliation, cash flows and producing finance reports etc. They also provide training and information on the most appropriate financial systems.

East London Situation

ACE and ASSET are cross-borough Community Accountancy Projects covering Redbridge, Havering, Barking & Dagenham; and Bexley, Lewisham and Greenwich respectively. The East London boroughs of Tower Hamlets, Hackney and Newham currently run their own respective CA projects. CASH operates in Tower Hamlets.

Enhancements/Issues

- Ensuring sustainable funding is available to provide and maintain a quality service across all 9 boroughs.
- Developing and implementing Quality Assurance Systems for community accountancy services
- Securing agreement as to services provided across the 9 boroughs
- ACEVO and other infrastructure organisations are encouraging VCOs to apply the model of Full Cost Recovery. There is a need to provide a programme of training & support to assist VCOs in understanding and implementing this concept.
- Local Government is committed to obtaining best value for money procurement. “Best value for money” means choosing the bid that offers “the optimum combination of whole life costs and benefits to meet the customer’s requirements, not lowest price”. There is a need for the VCS finance function to understand and calculate whole life costs, and support the development of competitiveness through calculation of unit costs for those VSOs who wish to pursue procurement, commissioning and larger funding opportunities through demonstrating their ‘business case and community benefit’ to buyers and funders.
- Increasingly funders require VSOs to provide Business Plans as part of their applications – training and support is required to ensure that organisations understand what this entails.

Activity 2005/06	Cost	Funding	Milestones	Outcome
ASSET to run 3 borough project	173,000	Big Lottery ALG LBL / LBB / LBG	Service provided to VCOs in EL	Quality CAS provided to VCOs in EL
ACE to run as 4 borough project	170,000	ALG LBH / LBB / LBR Income Generation	Business plan produced	Shared agreement as to way forward
Business Plan to assess the potential to develop ACE as an independent sub-regional organisation				
Activity 2006/07	Cost	Funding	Milestones	Outcome
ASSET to run as 3 borough project	193,000	Big Lottery ALG LBL / LBB / LBG	Service provided to VCOs in EL	Quality CAS provided to VCOs in EL
ACE to run as 3 borough-project	160,00	ALG LBH / LBB / LBR Income Generation		
Mapping of services provided by CA Projects in East London			Report	Agreement re: optimum service level provided to VCOs in East London
Map provision of Full Cost Recovery training & support			Directory available	Clarity as to what is happening across EL
Map provision of Business Planning support & training			Directory available	Clarity as to who is providing what across EL
Map provision of toolkits, training & support around procurement			Directory available	Clarity as to who is providing what across EL
Activity 2007/08	Cost	Funding	Milestones	Outcome
ASSET to run as 3 borough project	203,000	Big Lottery ALG LBL / LBB / LBG	Service provided to VCOs in EL	Quality CAS provided to VCOs in EL
ACE to run as 5 – 7 borough project	225,000	ALG LBH / LBB / LBR Income Generation		

4.vii Support for the HR Function

The early mapping of national infrastructure organisations noted that there are ‘lots of gaps around the provision of specialist services like HR’ and that national infrastructure providers are not sufficiently resourced to support the sector in this area. Discussions with East London CVS directors note this as a specific gap locally, and that regional provision is good but limited in volume of provision.

There is a need to ensure that VCOs have easy access to information & resources to share & support a culture of learning & development underpinned by good management & employment practice.

Again, good HR support is critical to those VSOs who wish to be in a strong position to pursue procurement, commissioning and funding opportunities in the new funding policy context.

Typically, funders and buyers, as part of grant conditions and service level agreements [or as part of the pre-qualification questionnaire for framework agreements], require health and safety policies, training plans, training records, disciplinary and grievance procedures, equal opportunities policy, recruitment policies, employment contracts etc.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Map existing provision	10,000	ChangeUp	Directory of HR support available in East London	Greater awareness of exiting support
Develop options papers			Report	Shared understanding of options
Write business plan & funding strategy			Business Plan & Funding Strategy	Agreement as to way forward
Funding applications			Applications submitted	Funding for future work
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development of programme of activity	60,000		The development of appropriate HR support opportunities	VCOs in EL have easy access to information & resources to share & support a culture of learning & development underpinned by good management & employment practice. The VCS in East London is a great place to work!

4.viii CRB Checks

CRB checks are known as Disclosure, and were introduced by the Police Act 1997. Currently two levels of Disclosure, Standard or Enhanced, are available from the CRB, the level available being dependent on the role to be undertaken. Checks for volunteers are free. To gain access to the information and use either Standard or Enhanced Disclosure the requesting organisation must either be registered with the Criminal Records Bureau or use the services of an Umbrella Body.

Access to this information has been designed to strike a balance between the rights of three significant groups: the rights of children and the vulnerable, an individual's right to privacy and the rights of ex-offenders to become rehabilitated into society. It is essential that this confidential and sensitive information be handled fairly and properly. NCVO director of public policy, Campbell Robb, advise that organisations are having problems locating an affordable registered umbrella body in their area. NCVOs consultation report⁹ called on the government to provide proper funding for a network of registered umbrella bodies. It suggests that more local authorities could act as umbrellas for groups operating in their areas

The East London Situation

This is a service that CVS Directors felt lent itself to sub-regional service delivery. Local returns to ELN shows that Tower Hamlets and Greenwich do not have access to local providers. HAVCO is a registered body and the first organisation in the borough to provide this service. Volunteer Centre Greenwich is regulated to carry out checks on their own staff and volunteers.

⁹ January 2003

Activity 2005/06	Cost	Funding	Milestones	Outcome
Undertake mapping of provision	1,000	ChangeUp	Report	Shared understanding of options
Options paper			Project Proposal	Agreement as to way forward
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development of CRB Service	60,000		The development of appropriate CRB support	Quality service delivery of CRB checks across EL

4.ix Encouraging Diversity within the Sector

It is essential to ensure that:

- VCOs are able to recruit & retain a skilled workforce that reflects the diversity of the East London population.
- marginalised communities have equal opportunities to participate in and benefit from the developing VCS in East London
- organisations representing BME and marginalised communities have:
 - equal access to support, advice and information
 - effective representation at sub-regional level

Activity 2005/06	Cost	Funding	Milestones	Outcome
Develop East London Strategic BME Network	4,500	ChangeUp	Network structure agreed by VCs in East London	A co-ordinated approach to delivering national and sub-regional objectives
			Contribution to 3 policy areas	Increased voice for the BME sector
Activity 2006/07	Cost	Funding	Milestones	Outcome
Consultation re: encouraging diversity in sector	10,000		Report highlighting needs and solutions	Shared understanding of some of the issues need to be addressed
Develop initiatives			Pilot project	Some barriers to diversity within the sector addressed

4.x Payroll

The experience of public sector outsourcing is that this is a ‘nuts and bolts’, technical service that lends itself easily to outsourcing, and is hence an ideal candidate for sub-regional co-ordination and/or delivery. The local authority experience provides valuable learning. There are already payroll providers to the VCS – from public, private and voluntary sectors.

Payroll is another service that CVS Directors see as lending itself to sub-regional delivery. Some felt that this service could be delivered alongside community accountancy, if the resources are provided. Local returns to ELN show that the Newham Accountancy Project, Barking & Dagenham’s MS Development Corporation Ltd and Voluntary Action Lewisham are the only payroll providers to VCOs in East London. Other organisations indicated their satisfaction with private sector providers. The London Borough of Greenwich have given notice that they are withdrawing their payroll service to the VCS at the end of December 2005.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Undertake mapping of provision	1,000	ChangeUp	Report	Shared understanding of options
Options paper			Project Proposal	Agreement as to way forward
Activity 2006/07	Cost	Funding	Milestones	Outcome
Development of Payroll services	n/k		The development of appropriate payroll support	Quality service delivery of payroll services across EL

4.xi Support to VCOs to access funding opportunities

There are a number of issues concerning the funding of VCS activity in the coming years:

Public sector funding, which is now moving towards procurement rather than grant funding, is now the biggest source of funding for voluntary activity [37% of the sectors income¹⁰]. In competing for the delivery of services, VCOs need to:

- have access to market intelligence
- develop negotiation skills
- excellent tendering skills
- be skilled in applying Full Cost Recovery criteria

- Government initiatives to encourage social enterprise activity - with the increasing competition for funds, and Charitable Trusts being increasingly less able to met the full costs of a project, encouragement of social enterprise is seen as a way to reduce dependence on funders.

- An increasing number of new financing mechanisms for the VCS which encourages the use of loans. Asset acquisition and transfer is considered by government as a mechanism to help organisations become more independent, particularly if income can be generated by, for example, renting out space.
- The growing emphasis on Outcome measurement [what difference will the project/service make rather than what activities will it undertake]

Activity 2005/06	Cost	Funding	Milestones	Outcome
Map existing support to the VCS			Report	Shared understanding of options
Develop project proposals			Project Proposal	Agreement as to way forward
Activity 2005/06	Cost	Funding	Milestones	Outcome
Delivery of support to VCS – pilot projects x3	15,000		The development of appropriate funding support	VCOs in EL better able to access funding opportunities

4.xii Supporting the Development of the VCS in East London

Whilst there is some information about the VCS in East London, because there has not been a sub-regional network in place, this information has not been collated. Much new information has been generated through the development of the local borough ChangeUp Plans. Having good market intelligence is crucial to funding success and to the development of services provided by the VCS.

¹⁰ UK Voluntary Sector Almanac [NCVO 2004]

In addition, sub-regional working is relatively new to the sector in East London. It is therefore crucial that excellent communication channels are developed and opportunities are made available for relationships to be built.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Keep ELN website up to date with information affecting the sector	3,000	ChangeUp	Website updated on weekly basis	Better understanding of and commitment to ChangeUp among VCS IOs and other key agencies
Produce regular newsletter	1,000	ChangeUp	Newsletter produced	
Undertake research into the growth & trends of the VCS	100,000	30,000 ELN 10,000 City Parochial 50,000 LDA 5,000 SHA	Research undertaken	Increased understanding of the potential contribution of the sector to Thames Gateway
Hold a sub-regional conference for infrastructure organisations [IOs] in East London	10,000	5,000 ChangeUp	Successful conference held	IOs more aware of sub-regional work Increased awareness of support for IOs Relationships with and between EL IOs improved
Activity 2006/07	Cost	Funding	Milestones	Outcome
Keep ELN website up to date with information affecting the sector	3,000	ChangeUp	Website updated on weekly basis	Increased awareness and knowledge of issues affecting the sector
Produce regular newsletter	1,000	ChangeUp	Newsletter produced	Sector kept informed re: support for IOs and sector issues
Research & information dissemination	30,000		Regular information bulletins Collation of existing information Gaps analysis	Sector better informed about external environment
Raising the profile of infrastructure organisations across East London			Newsletters sent to public sector stakeholders [PSS] PSS invited to sector conferences & events	Increased awareness of the services provided by IOs
Working with appropriate agencies re: VCS premises				Increased VCS access to appropriate accommodation

4. xiii ICT¹¹

It has long been recognised that there is a lack of ICT technical support and training dedicated to the needs of the sector, particularly small groups. *The Home Office Report ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector (2004)*

¹¹ See appendix d for the East London ICT Strategy

summarised the voluntary and community sector's (VCS) main problems in effectively using ICT as follows:

- a lack of strategic understanding of how ICT can benefit frontline organisations;
- difficulties in accessing advice, information and support that is affordable, reliable and relevant to the sector; and
- a lack of understanding of the full costs of ICT with a corresponding reluctance by funders to meet those costs.

There is also much research from a variety of sources to suggest that many VCS organisations tend to suffer the same ICT problems regardless of size, stage of development or geographical location. The most frequently identified barriers to building ICT capacity are that:

- levels of ICT infrastructure and support in the sector is poor
- managers and management committees often fail to recognise benefits of ICT
- many organisations are unaware of existing ICT resources to help them resolve their problems
- difficulty in finding trustworthy and appropriate professional and technical advice

East London situation

The East London ICT Development project is part of a pan-London partnership between Lasa (London Advice Services Alliance) and the 5 sub-regional CVS partnerships of North, South, Central, West and East London. 2 ICT Development Workers have been recruited to develop the ICT project and they aim to:

- establish ICT support services for voluntary and community groups in the East London Sub-region based on the "Circuit Rider" model
- set up borough-level ICT forums (either online or face-to-face)
- signpost information about existing ICT services
- facilitate training on managing ICT

The project began in July 2005 and is currently funded by ChangeUp until June 2006 to capacity build voluntary and community sector ICT infrastructure in the East London sub-region. It is co-ordinated by the East London CVS Network.

Activity 2005/2006	Cost	Funding	Milestones	Outcomes
Develop ICT Support services for VCS groups in East London	100,000	ChangeUp London	Develop detailed business plans for Circuit Rider Project	Establish Circuit Rider Projects for East London VCOs
			Establish Circuit Rider support in each borough.	
			Facilitate and promote ICT strategic and management training for VCS groups.	Increased understanding of strategic planning of ICT & the costs involved
			Establish borough-level ICT networks to provide essential support for VCS staff and volunteers responsible for ICT.	Increased knowledge & co-ordination of local ICT initiatives Promotion of good ICT practice to the local VCS
Establish an information sign-posting service to publicise existing ICT resources at national, regional, sub-regional and borough level			Establish an information sign-posting service to publicise existing ICT resources at national, regional, sub-regional and borough level	Increase knowledge of ICT services & training opportunities

Activity 2005/2006	Cost	Funding	Milestones	Outcomes
Secure continuation of existing East London ICT Development Project	£100,000 estimated	Changeup Regional	To ensure successful implementation and establishment of the Circuit Rider Project in East London	To ensure successful transition from development to delivery of the ICT support services
Activity 2006/07	Cost	Funding	Milestones	Outcomes
Deliver and Expand on Circuit Rider ICT support services	£500,000 estimated	Big Lottery Fund ALG London Funders Group	First Circuit Rider Projects established and begin delivery of ICT support to caseload of smaller VCS groups	Capacity build ICT of smaller VCS groups so they are better able to deliver their mission Increased technical support for small groups
			Establish and begin delivery of a training & skills programme that will focus on increasing knowledge of strategic planning of ICT	Increase ICT management and strategic skills of staff & volunteers. Increased number of staff taking up ICT training
			Continue the borough-level ICT support forums	Shared knowledge of good practice and funding opportunities
			Continue delivery of ICT information sign-posting service	Sector better informed

4.xiv Development of the ChangeUp East London Steering Group

As implementation of the Plan gets underway, there will be significant demands of the Steering Group. It is crucial that the Steering Group continues to develop and create new systems and structures in order to ensure the necessary skills and experience are included and used to the best advantage of the development of the Sector.

An Action Plan will be developed in order to guide the Steering Group towards achieving the vision for the development of the voluntary and community sector in East London.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Continue the development of the Steering Group	3,000	ChangeUp	Regular Steering Group meetings Review Terms of Reference	An informed, strong and able partnership committed to delivering the actions outlined in this Plan
Implementation of ChangeUp EL Plan		Various	Clear Action Plan	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.

4.xv Supporting the VCS in East London to make the most of the 2012 Olympics

Between 27th July and 9th September, 2012, London will be hosting the Olympic and Paralympic Games. The Games will have a huge impact on London, and especially on the East London boroughs of Hackney, Newham, Tower Hamlets, Barking & Dagenham, and Greenwich.

The Olympic Park will be the size of Hyde Park, and create sporting, health care, education and park facilities for East London. There are 9,000 residential units [50% affordable housing]. Around 7,000 construction jobs and 12,000 jobs on site will be created. There will be 70,000 volunteer placements.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Ensure that key agencies understand the importance of community engagement & involvement with the Olympics	30,000	ChangeUp London	LOCOG agrees to support VCS involvement	Local communities have real opportunities to be involved and benefit from the Olympics
Working with other VCOs across London to develop a strategy for VCS involvement			Strategy Agreed	Shared agreement across sector as to VCS involvement
Provide information to VCS on the opportunities provided by the Olympics	10,000	ELN	Newsletter Website Information at sub-regional conference Information provided to CVS newsletters & websites	Sector better informed
Support the EL Volunteer Centres Network to develop a strategy around volunteering & the Olympics			Strategy agreed	Shared agreement as to what needs to be done
Activity 2005/06	Cost	Funding	Milestones	Outcome
Provide information to VCS	40,000		Events held Newsletters Website Information provide to CVS newsletters / websites	Sector better informed
Work together with the EL Chamber of Commerce to provide support to VCS [&SMEs] around procurement				Joint programme of training on procurement Partnerships developed with private sector
Have a strategic influence in the development of the Olympic legacy				
Work with the EL VCs Network to implement their volunteering strategy				

4.xvi Development of the East London CVS Network

The East London CVS Network aims to ensure that the voluntary and community sector 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 we hope to be able to access funding to improve and increase VCS services across the East London sub-region.

The East London CVS Network is facilitating the development of a cross-sectoral partnership to identify infrastructure development needs that can be best met at a sub-regional level, and is charged with implementing the East London Infrastructure Investment and Development Plan

In order to achieve the ambitions identified within this report it will be necessary to devote resources in terms of dedicated staff time to project management, strategic thinking time within individual organisations and as a Steering Group. Specialist staff time will also be necessary to secure early wins that will give the sector confidence in the change process.

Activity 2005/06	Cost	Funding	Milestones	Outcome
Facilitate the development of the EL CVS Network	120,000	113,200 ALG 2,000 ChangeUp	Develop TOR for Chair	Clarity re: roles and responsibilities
Provide a platform for sharing information, good practice & supporting the partnership			3 rd Sector Research Regular e-bulletins Website development	Sector better informed
Promote the East London VCS to funders & other key agencies			Summary of EL ChangeUp investment requirements	Greater awareness of needs of VCS in East London
Support the development of sub-regional infrastructure initiatives			Mapping & options papers for support as outlined in Plan	Sub-regional initiatives developed to support the VCS in East London
Have strategic influence in the development of regional and sub-regional policy and services that affect the VCS and communities			Attendance at TGLP 3 rd Sector Steering Group	VCS in EL represented effectively
To facilitate the development of the EL ChangeUp Steering Group			Minutes Action Plan	An informed, strong and able partnership committed to delivering the actions outlined in this Plan
To support the implementation of local ChangeUp Plans			Collation of local plans	Clarity as to planned activity across the sub-region
Implement the East London Infrastructure Investment & Development Plan			Action Plan	Shared understanding as to way forward
To ensure excellent communication in the sector			Website updated on weekly basis Newsletter Information provided to CVS for newsletters/websites	Improved relations between IOs in East London

Activity 2006/07	Cost	Funding	Milestones	Outcome
As above	150,000	ALG		
Working with the other sub-regional co-ordinators to ensure synergy between activities across London	500		4 meetings of sub-regional co-ordinators 1 away day	Increased co-ordination of support to IOs across London

Concluding Comments:

Joint project working between infrastructure organisations is emerging and should be built upon.

East London is a dynamic and evolving sub-region with exciting opportunities to be involved with the delivery and legacy of the 2012 Olympics, and the development of services to meet the needs of a growing population due to the Thames Gateway.

It is a developing sector in East London – ChangeUp has provided the vehicle by which the sector can work more effectively together and the establishment of the East London CVS Network means that there is a sub-regional agency to encourage and support this process. The East London CVS Network [ELN] has been endorsed as the key sub-regional body providing an interface with regional bodies, specialist support where there were agreed economies of scale and support to infrastructure organisations. ELN should enable the sector to be able to respond to enhanced opportunities and demands from external stakeholders at regional and sub-regional level.

As mentioned earlier the Steering Group is confident that this Infrastructure Investment and Development Plan forms an appropriate and achievable way forward for the Voluntary and Community Sector in East London.

BUDGET:

Income	2005/06	2006/07	2007/08
ChangeUp	42,000	20,000	
ChangeUp Contingency	18,000		
ChangeUp Capital	n/k		
ChangeUp London	100,000		
ALG	283,000	273,000	
NELSHA	25,000		
TGLP 3rd Sector Steering Group	9,000		
HAVECO [LSC LE]	65,000		
City Parochial	10,000		
LDA	50,000		
SHA	5,000		
Total Committed	607,000	293,000	

Expenditure			
Legal Support			
HR Support	10,000	60,000	
WFD Strategy	50,000	60,000	
Governance	5,000	5,000	
Financial Management	170,000	165,000	235,000
CRB Checks	1,000	60,000	
Encouraging Diversity with the Sector	4,500	10,000	
Payroll	1,000	n/k	
Support to access funding opportunities		15,000	
ICT	100,000	500,000	
ChangeUp EL Steering Group	3,000	n/k	
VCS & Olympics	40,000	40,000	
Development of VCS	113,000	33,000	
Development of ELN	120,000	155,000	
Performance Improvement	500	15,000	
Volunteer Centres	4,500	10,000	
Total	622,500	1,128,000	

ChangeUp Spend

Initial £10 + tranche 1 [£21k] + tranche 2 [£21k] + contingency spend [£18k] = £70,000

Area of Work	Vision	Activity	LEAD	£
Partnership Working	An informed, strong & able partnership committed to delivering the actions outlined in the EL Plan.	To facilitate regular meetings and enable partner agencies to attend.	ELN [co-ordinator]	13,000
Development of EL Plan	Shared understanding of current provision and existing gaps Agreement with the sector, funders and key stakeholders as to options for development, prioritisation of options and way forward Coordinated approach to the development of infrastructure in the VCS in East London.	Commission mapping Consultation event Commission feasibility studies with cost implications and funding strategy	ELN + consultants	10,000
Communication Strategy	Better understanding of and commitment to ChangeUp among VCS infrastructure organisations and other key agencies	Development of web-pages on ELN website Newsletters Communications flow chart	ELN	6,000
Community accountancy	All boroughs have access to quality CA service by 06/07 to ensure excellent financial management, and successful financial planning.	Existing EL CAS to have discussions with each other & boroughs not covered by their service.	ACE	Nil
HR / Legal support	All boroughs have access to quality support to underpin good management and employment practice, and to ensure that staff/trustees have the necessary skills & expertise to provide a quality service.	To develop business plan and funding strategy for EL service.	ELN + consultant	10,000
Payroll	All boroughs have access to quality & affordable payroll service.	To consider sub-regional or cross-borough delivery and explore possible providers & funding sources	ELN [project officer]	1,000
Governance	All trustees able to access effective and reliable support and advice.	To clarify needs & write business plan & funding strategy	ELN [project officer]	5,000
CRB Checks	All boroughs have access to quality and reliable service	To consider sub-regional or cross-borough delivery & explore possible providers & funding sources	HAVCO	1,000
Workforce Development	To ensure a co-ordinated and well-resourced approach to developing the workforce within the VCS in EL	To ensure appropriate base-line information is available.	ELN co-ordinator [+ consultant]	10,000
Performance Improvement	To ensure that VCOs have access to information and support to implement the	To include performance improvement issues in event [see below] + Mapping of local work.	ELN	Nil

Area of Work	Vision	Activity	LEAD	£
	most appropriate quality standards and performance improvement tools.			
Improving working relations with & between infrastructure orgs	To ensure that 2 nd & 3 rd tier organisations	Host an event aimed Development Workers within 2 nd & 3 rd tier organisations. To include performance improvement/ charity law/ commissioning& social enterprise	ELN	5,000
Volunteering	To ensure that the East London Volunteer Centres have effective representation at a sub-regional level, and that relationships are made with the regional and sub-regional bodies.	To support the development of a sub-regional network to support the work of Volunteer Centres.	HVA	4,500
Encouraging diversity within the sector	To ensure that BMER organizations in East London have effective representation at a sub-regional level, and that relationships are made with the regional and sub-regional bodies.	To develop a strategic sub-regional network to support BMER organisations and communities	ELN Working in partnership with bassac, BTEG, ROTA & CEMVO	4,500

Glossary

ACE	Accountancy Community Enterprise
ACEVO	Association of Chief Executives of Voluntary Organisations
ALG	Association of London Government
ASSET	Accountancy Support for South East Thames
BASSAC	British Association of Settlements and Social Action Centres
BME	Black Minority Ethnic
BMER	Black Minority Ethnic and Refugee
BTEG	Black Training and Enterprise Group
CA	Community Accountancy
CASH	Community Accountancy Self Help
CEMVO	Council of Ethnic Minority Voluntary Organisations
CEN	Community Empowerment Network
CPA	Comprehensive Performance Assessment
CPD	Continuing Professional Development
CRB	Criminal Records Bureau
CVS	Council for Voluntary Service
EL	East London
ELN	East London Network
EU	European Union
FRESA	Framework for Regional Employment and Skills Action
GLA	Greater London Authority
GOL	Government Office for London
HAVCO	Havering Association of Voluntary and Community Organisations
HR	Human Resources
HVA	Hackney Voluntary Action
ICT	Information and Communication Technology
IO	Infrastructure Organisations
IIDP	Infrastructure Investment Development Plan
LAA	Local Area Agreements
LASA	London Advice Service Alliance
LBB	London Borough of Bexley
LBBD	London Borough of Barking and Dagenham
LBG	London Borough of Greenwich
LBH	London Borough of Havering
LBL	London Borough of Lewisham
LBR	London Borough of Redbridge
LDA	London Development Agency
LE	London East
LEAD	Lead East Action for Development
LGBT	Lesbian Gay and Bi-sexual and Transgender
LIO	Local Infrastructure Organisation
LSC	London Skill Councils
LSCLE	London Skills Council London East
LSP	Local Strategic Partnership
LVSC	London Voluntary Service Council
LVSTC	London Voluntary Sector Training Consortium
NACVS	National Association of Councils for Voluntary Service
NAVCO	National Association for Voluntary Community Organisations
NCVO	National Council for Voluntary Organisation
NESHA	North East Strategic Health Authority
NOS	National Occupational Standards
NRF	Neighbourhood Renewal Funds

ODPM	Office of the Deputy Prime Minister
PCT	Primary Care Trust
PEACe	Personnel Employment Advice and Conciliation Service
PERS	Pay and Employment Rights Service
PR	Public Relations
SEL	Social Enterprise London
SHA	Strategic Health Authority
SKEIN	Skill for Economic Inclusion Network
SME	Small Medium Enterprise
SORP	Statement of Recommended Practice
TGLP	Thames Gateway London Partnership
VC	Volunteer Centres
VCO	Voluntary Community Organisation
VCS	Voluntary Community Sector
VSO	Voluntary Sector Organisation
WFD	Work force Development

Appendix A: Funding for Infrastructure Organisations

Rank	Borough	Inner or Outer borough	NRF area?	Infrastructure organisation funding 2002/03 £	Volunteer Bureau funding £	Total infrastructure organisation funding 2002/3 £	Population	Total funding per head £
3	Hackney	Inner	NRF	1,187,536	223,406	1,410,942	202,824	6.96
9	Barking & Dagenham	Outer	NRF	314,000	**523,942	837,942	163,900	5.11
12	Tower Hamlets	Inner	NRF	693,181		693,181	196,100	3.53
18	Lewisham	Inner	NRF	550,771	60,352	611,123	248,924	2.46
22	Greenwich	Outer	NRF	249,615	289,072	538,687	214,403	2.51
23	Redbridge	Outer		458,000		458,000	238,600	1.92
26	Bexley	Outer		371,188		371,188	218,300	1.70
27	Havering	Outer		170,000	190,505	360,505	224,200	1.61
	Newham*							
	Total			3,994,291	1,287,277	5,281,568	1,707,251	3.18

Voluntary Sector Infrastructure Organisations

Availability of Funds in London Boroughs

Janice Needham & Jean Barclay

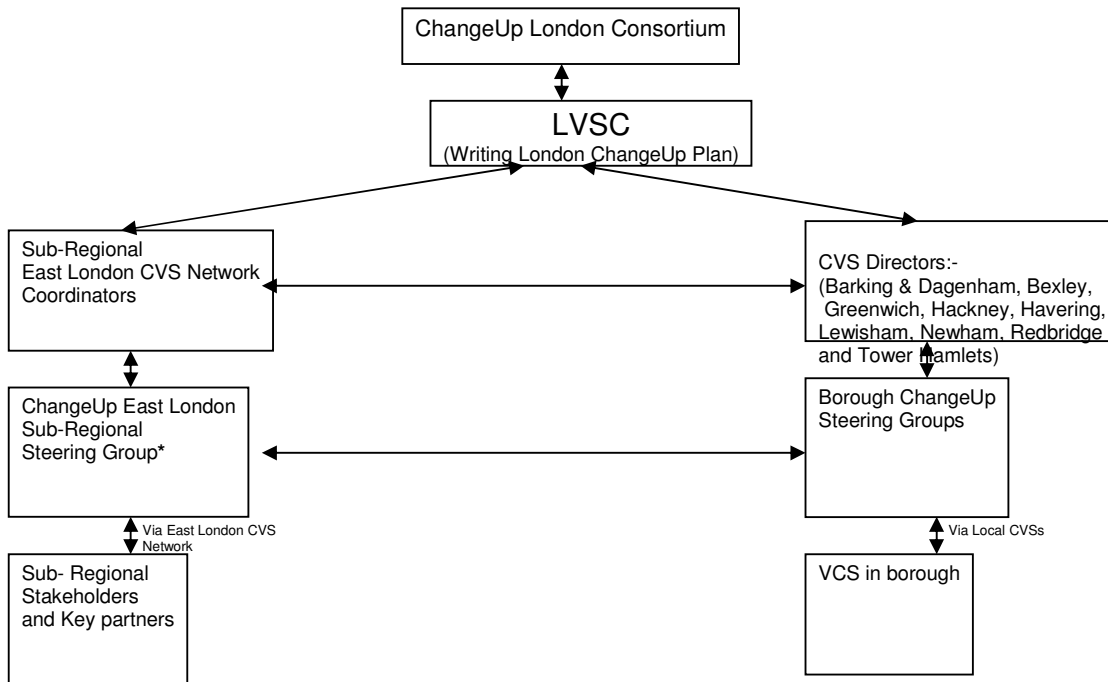
Oct 2004

** It has not been possible to verify these figures – which appear disproportionately high.

* No figures for Newham available

Appendix B Communications Flow Chart

ChangeUp East London Communication Flow Chart



***Membership of London East Sub-Regional ChangeUp Steering Group as of May 2005:-** Tom Connor (LA Newham), Barbara Deason (LVSTC), Teresa Edmans (TGLP), Ade Fashade (bassac), Joyce Francis (SEL), Kim Guest (HAVCO), Martin Howie (VAL), Sandra Jones (LA Lewisham), Josephine Mason (ELN), Geri McKenna (ELN), Daphne Ramsey (LA Hackney), Ian Redding (ALG), Penny Rossetter (Volunteers Greenwich), Angela Spence (BTEG), Suzana Sheppard (HVA), Alice Wallace (ELN), Shahdia Warraich (BME Community Care Forum), Jane Winter (NELSHA) and Colin Wilson/(Sarah Lord-Soares (Lasa)

Appendix C: Statistics on East London

Source ONS: Census 2001

	Barking and Dagenham	Bexley	Hackney	Greenwich	Havering	Lewisham	Newham	Redbridge	Tower Hamlets	Total	East London Average	London	England & Wales
Population	163,944	218,307	202,824	214,403	224,248	248,922	243,891	238,635	196,106	1,951,280	NA	7,172,091	-
Ranking (Deprivation)	42	212	5	41	214	57	11	163	4	NA	NA	NA	NA
Pensioner households	15.2	14.76	12	14.01	15.6	11.4	11.04	13.42	11.04	118.47	13.16	12.62	14.43
Lone Parent with dependent child(ren)	10.38	6.18	10.01	10.51	5.63	10.47	11.89	6.55	7.05	78.67	8.74	7.6	6.46
Households without own transport	37.9	23.7	56	40.8	23.3	42.8	48.9	26.2	56.8	356.4	39.6	NA	26.8
One or more in household with long term limiting illness	38.63	30.69	34.69	32.51	33.25	29.40	36.49	32.96	33.79	302.41	33.60	29.65	34.05
All Rented accommodations	44.07	21.08	67.91	51.05	20.83	49.89	56.38	24.71	71.04	406.96	45.21	43.48	31.13
Unemployed [of economically active]	4.51	2.90	6.91	5.43	2.60	5.62	6.72	3.64	6.59	44.92	4.99	4.36	3.35
No qualifications	39.51	28.74	28.99	29.36	32.26	24.19	33.58	25.16	34.26	276.05	30.67	23.73	29.08
People describing their health as 'not good'	10.71	7.50	10.65	9.36	8.29	8.47	10.14	8.39	10.32	83.83	9.31	8.28	9.22

Deprivations:- Ranks out of 354 local authorities in England & Wales in terms of average deprivation. (Where 1 is most deprived).

Borough	All people (number)	White	White % of All people	Irish	Irish % of Pop	BME	BME % of Pop	Ranking 1 = most BME
Barking and Dagenham	163,944	136,914	83.5	2,753	1.7	24,277	14.8	27
Bexley	218,307	196,485	90	3,025	1.4	18,797	8.6	30
Hackney	202,824	114,351	56.4	6,117	3	82,356	40.6	11
Havering	224,248	210,031	93.7	3,390	1.5	10,827	4.8	32
Greenwich	214,403	160,473	74.8	4,862	2.3	49,068	22.9	20
Lewisham	248,922	157,108	63.1	6,990	2.8	84,824	34.1	10
Newham	243,891	92,899	38.1	3,231	1.3	147,761	60.6	1
Redbridge	238,635	146,028	61.2	5,559	2.3	87,048	36.5	8
Tower Hamlets	196,106	96,976	49.5	3,823	1.9	95,307	48.6	6
Total East London	1,951,280	1,311,265	67.2	39,750	2	600,265	30.8	
London Population	7,172,091	4,882,715	68	220,488	3.1	2,068,888	28.8	

Appendix D East London ICT Strategy

It has long been recognised that there is a lack of ICT technical support and training dedicated to the needs of the sector, particularly small groups. *The Home Office Report ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector (2004)* summarised the voluntary and community sector's (VCS) main problems in effectively using ICT as follows:

- a lack of strategic understanding of how ICT can benefit frontline organisations;
- difficulties in accessing advice, information and support that is affordable, reliable and relevant to the sector; and
- a lack of understanding of the full costs of ICT with a corresponding reluctance by funders to meet those costs.

There is also much research from a variety of sources to suggest that many VCS organisations tend to suffer the same ICT problems regardless of size, stage of development or geographical location. The most frequently identified barriers to building ICT capacity are that:

- levels of ICT infrastructure and support in the sector is poor
- managers and management committees often fail to recognise benefits of ICT
- many organisations are unaware of existing ICT resources to help them resolve their problems
- difficulty in finding trustworthy and appropriate professional and technical advice

East London situation

The East London ICT Development project is part of a pan-London partnership between Lasa (London Advice Services Alliance) and the 5 sub-regional CVS partnerships of North, South, Central, West and East London. 2 ICT Development Workers have been recruited to develop the ICT project and they aim to:

- establish ICT support services for voluntary and community groups in the East London Sub-region based on the "Circuit Rider" model
- set up borough-level ICT forums (either online or face-to-face)
- signpost information about existing ICT services
- facilitate training on managing ICT

The project began in July 2005 and is currently funded by ChangeUp until June 2006 to capacity build voluntary and community sector ICT infrastructure in the East London sub-region. It is co-ordinated by the East London CVS Network.

Activity 2005/2006	Cost	Funding	Milestones	Outcomes
Develop ICT Support services for VCS groups in East London Subregion.	£580,000 (project total for London)	ChangeUp Regional	Develop detailed business plans for Circuit Rider Project	Establish Circuit Rider Projects for the East London Sub-region.
			Establish Circuit Rider support in each borough.	
			Facilitate and promote ICT strategic and management training for VCS groups.	Increased understanding of strategic planning of ICT and the costs involved
			Establish borough-level ICT networks to provide essential support for VCS staff and volunteers responsible for ICT.	Increased knowledge and co-ordination of local ICT initiatives
			Establish an information sign-posting service to	Promotion of good ICT practice to the local VCS
				Increase knowledge of ICT services & training opportunities

East London Infrastructure Investment and Development Plan

Activity 2005/2006	Cost	Funding	Milestones	Outcomes
			publicise existing ICT resources at national, regional, sub-regional and borough level	
Activity 2006/07	Cost	Funding	Milestones	Outcomes
Secure continuation of existing East London ICT Development Project	£100,000 estimated	Changeup Regional	To ensure successful implementation and establishment of the Circuit Rider Project in the East London Sub-region.	To ensure successful transition from development to delivery of the ICT support services
Deliver and Expand on Circuit Rider ICT support services	£500,000 estimated	Big Lottery Fund, ALG, London Funders Group	<p>First Circuit Rider Projects established and begin delivery of ICT support to caseload of smaller VCS groups</p> <p>Establish and begin delivery of a training & skills programme that will focus on increasing knowledge of strategic planning of ICT</p> <p>Continue the borough-level ICT support forums</p> <p>Continue delivery of ICT information sign-posting service</p>	<p>Capacity build ICT of smaller VCS groups so they are better able to deliver their mission</p> <p>Increased technical support for small groups</p> <p>Increase ICT management and strategic skills of staff & volunteers.</p> <p>Increased number of staff taking up ICT training</p> <p>Shared knowledge of good practice and funding opportunities</p> <p>Sector better informed</p>

East London ICT Development Plan 2005-06 (Key Aims & Activities)

The East London ICT Development project is the main driver for implementing the aims and objectives of the ICT element of the East London Infrastructure Investment and Development Plan. This section outlines the strategic elements of our plan and how the East London ICT Development Project will work towards them.

1. SUMMARY OF THE EAST LONDON ICT DEVELOPMENT PROJECT

Area of Work	Development of ICT infrastructure support
Lead	East London ICT Development project
The Need	The Project will aim to address the lack of ICT support services, capacity and information available for VCS groups. The aim is to develop a model for ICT support, setting up support networks and forums, signposting existing services and facilitating ICT management training. This will increase the knowledge of ICT, improve information about existing ICT resources, address existing lack of technical support, promote ICT volunteering, influence funding restrictions on ICT funding, address lack of ICT strategy in VCO development, and promote good practice,
Links	London ICT Project, National ICT Hub, Workforce Development, Volunteering, Funding
The Proposal	<ul style="list-style-type: none"> • To develop a model for ICT support services for East London's VCS groups that is sustainable • To facilitate ICT Training & Skills Development • To set up Support Networks and Forums for supporting those responsible for ICT within VCS groups • To signposting existing ICT resources, services and support. • To develop ICT newsletter and website • To ensure the ICT project links into other borough, subregional, pan-lonodn and National projects
Timetable	Work already begun. See Project Objectives for specific project timetables
Costings	9 x Circuit Riders = £450,000 (salary and project costs) 1 x Specialist Circuit Rider & Coordinator = £50,000 (salary and project costs)
Potential funding sources	Plan for circuit riders to be funded by either London Funders Group or Big Lottery.
Anticipated outcomes	Increased knowledge in East London's VCS about existing ICT resources Increased take-up by VCS of existing ICT provision
Milestones	See Project Objectives for specific project milestones

2. PROJECT OBJECTIVES

Strategy		Developing ICT support services for East London's smaller VCS groups
Lead		East London ICT Development project
Need		Small groups, particularly BME, have most barriers to accessing ICT support: <ul style="list-style-type: none"> • Lack of technical support - few specialist support companies provide ICT support to smaller groups • Existing technical support projects - often short-term, working in isolation and poorly advertised • Commercial support - expensive and encourages culture of dependency on its services
ChangeUp hubs links		Workforce Development, funding
Proposed activities		<p>2005-06: Given the resources of larger organisations to afford independent ICT support, our strategy primarily targets smaller groups in the sector – they have the most barriers to accessing and using ICT:</p> <ul style="list-style-type: none"> • Circuit Riders – ICT Development Workers to develop detailed plans for circuit riders through work with tier 2 networks, such as CVS, training networks, faith and BME networks • Tech support – Circuit Riders based in tier 2 networks work with client groups to deliver combined package of ICT health-checks, email and telephone support for smaller groups, practical training, hands on troubleshooting and guidance on planning IT • Sustainability – ICT Development Workers and Circuit Riders to work with borough-level VCS and client groups to promote long-term sustainability of a quality ICT infrastructure, particularly in the areas of replacement, maintenance and upgrading of IT equipment <p>2006 onwards:</p> <ul style="list-style-type: none"> • Social enterprise – work with stakeholders to explore hybrid Grant-funded and Social Enterprise models of sustaining circuit rider projects for long-term development • ICT volunteering – to assist small groups with development of specific projects, such as web sites, databases, networks
Timetable		Work already begun
Costings		9 x Circuit Riders = £450,000 (salary and project costs) 1 x Specialist Circuit Rider & Coordinator = £50,000 (salary and project costs)
Potential funding sources		London Funders Group and the Big Lottery
Anticipated outcomes		<ul style="list-style-type: none"> • Establish circuit rider projects in each East London borough • Capacity build ICT infrastructure of small groups to better deliver their mission
Milestones		<p>Dec. '05 - Detailed business plans for circuit rider projects submitted to London Funders Group</p> <p>Apr '06 First Circuit Rider projects begin</p>
Strategy		Training & Skills Development
Lead		East London ICT Development project
Need		<ul style="list-style-type: none"> • Small groups - often no funds for training or provision geared to their needs • Strategic - lack of understanding in VCS of strategic development of ICT • Operational – lack of skills and knowledge about office packages, and good practice such as data backups, anti virus protection • Wide lack of ICT policy development – such as acceptable use of ICT, Data Protection, etc
ChangeUp hubs links		Performance Improvement, Governance and Workforce Development
Proposed activities		<p>2005-06: Until circuit rider projects are established, there is limited scope for the development workers to deliver some training aimed at small groups:</p> <ul style="list-style-type: none"> • strategic training - focus on management developing an understanding of the benefits of why an organisation should have an ICT strategy and the costs involved. This can be in small, bite sized chunks of time, after work to maximise convenience for management • operational training - in office packages, data backup, internet security, etc to capacity build skills and knowledge of staff and volunteers

2006-08: In boroughs where circuit riders have been established...

- **Circuit riders** will focus on working with a caseload of small groups to provide an integrated package of training to small groups, covering strategic and operational elements, such as “Managing ICT”, “Developing your Website”, “ICT security and Backups
- **Existing provision of ICT training** - will be signposted by the project.
- **Identify gaps in voluntary sector ICT training** through work with East London LSC, local CVSs and training networks. This could result in the project either commissioning or fundraising for ICT training to meet gaps in provision.

2006-14:

- **Partner with local authorities** and other public sector bodies that commission and deliver ICT training to their staff as VCS organisations could be offered places within those training programmes.
- **Expansion of UK Online and learndirect centres** into local community centres and libraries has provided a source of low or zero cost basic ICT training. Scope to commission centres to deliver some ECDL and CLAIT training specifically geared to the needs of small groups and their staff – training in small chunks of time, during the evening
- **HAVCO ICT Resource Centre** – develop it as a sub-regional hub of excellence in its current speciality – management training

Timetable	Work already begun
Costings	<ul style="list-style-type: none"> ▪ Some training to be carried out by the Development Workers until Circuit Riders established from April 2006 onwards. ▪ ICT training to wider VCS – difficult to quantify until needs analysis completed ▪ Cost of ICT training to be included in budget for Circuit Rider ▪ Training delivered by circuit riders – London Funders Group or Big Lottery ▪ ICT training could also be funded through ESF co-financing or charitable sources
Potential funding sources	<ul style="list-style-type: none"> • Increase knowledge of ICT training opportunities through signposting • Increase number of groups and their staff taking up ICT training through the possibility of commissioning or fundraising for ICT training
Anticipated outcomes	<ul style="list-style-type: none"> • Link with other hubs to ensure good practice in designing and delivering skills training
Milestones	<p>July '05 Mapping into provision of ICT training across sub-region</p> <p>Oct '05 Work with tier 2 borough networks to identify particular ICT skills and training needs of the local VCS</p> <p>Jan '06 This project to begin delivery at borough-level of ‘mini’ integrated skills packages for small groups per borough</p>

Strategy	Support Networks and Forums
Lead	East London ICT Development project
Need	Many ICT workers feel isolated, have no peer support and often don't know where to go for IT advice and support. Borough-level ICT forums would provide an appropriate place for people managing or working with IT to discuss practical IT issues and swap information on IT developments occurring locally.
ChangeUp hubs	ICT, Workforce Development
Proposed activities	<p>2005-06:</p> <ul style="list-style-type: none"> • Development Workers to establish borough-level ICT forums in network organisations, such as the local CVS, as they are ideally placed. Forums will: <ul style="list-style-type: none"> ○ provide an essential support network for East London's VCS ○ crucial role in promoting good use of ICT within the sector. as they are also best placed to host circuit riders and promote ICT to groups in their borough • Raise awareness of ICT through a sub-regional ICT newsletter and/or group email <p>2006 onwards:</p> <p>Transfer function over to borough-level Circuit Riders</p>
Timetable	Have begun dialogue with CVSs about process of establishing borough-level ICT forums
Costings	Cost of ICT Forums to be included in budget for Circuit Rider

Potential funding sources	See ICT Support Services
Anticipated outcomes	<ul style="list-style-type: none"> • Increased knowledge and co-ordination of local ICT initiatives • Promotion of good ICT practice to the local VCS • Provision of support network at borough-level for those managing or working with ICT in the local VCS
Milestones	Sept '05 Begin delivery of borough-level forums
Strategy Signposting existing ICT Resources	
Lead	East London ICT Development project
Need	Lack of awareness about existing ICT resources is a major barrier to developing ICT capacity in the VCS
ChangeUp hubs	ICT
Proposed activities	<p>2005-06: Following services are currently delivered or being developed on a sub-regional level by the ICT Development Workers</p> <ul style="list-style-type: none"> • Information and signposting service that will inform groups about existing ICT resources within the sub-region • Website - one-stop tool for ICT information and links, • Improving access to ICT infrastructure – work with borough-level VCS and client groups to signpost funding streams for investment in improving ICT infrastructure <p>2006 onwards: ICT Development Workers to hand this function over to a circuit rider co-ordinator or lead circuit rider for the region</p>
Timetable	Work already begun
Costings	Cost to be included in budget for Circuit Rider
Potential funding sources	Plan for circuit riders to be funded by either London Funders Group or Big Lottery
Anticipated outcomes	<ul style="list-style-type: none"> • Increased knowledge in East London's VCS about existing ICT resources • Increased take-up by VCS of existing ICT provision
Milestones	July '05 - Work has already begun with setting up of sub-regional ICT e-group and syndication of news about ICT resources via ELCVS and CVS newsletters.
Strategy Funding ICT Infrastructure	
Lead	London ChangeUp ICT project
Need	<ul style="list-style-type: none"> • Few funders offer direct ICT funding or support on-going ICT support costs • ICT funding needs to include IT systems, planning, administration, specialist staffing, support for hardware and software, repairs, upgrading and replacement, training, security and the special needs of potential users • Sustainable development of ICT means the needs of the organisation being addressed rather than the needs of a project
ChangeUp hubs	ICT, Funding
Proposed activities	<ul style="list-style-type: none"> • National and Pan-London levels – work with funders to make case for funding investment in ICT infrastructure • Sub-regional – project will publicise funding opportunities for ICT investment as they arise
Timetable	On-going
Anticipated outcomes	Raise awareness of funders that investment in ICT and the ongoing costs of ICT as appropriate projects for funding
Milestones	Ongoing at national and pan-London levels

3. About the East London context for ICT development

Strategic level	Action
ICT National Hub	We will work with the ICT Hub to: <ul style="list-style-type: none"> • provide a vehicle to disseminate knowledge of existing good practice and services from around the country to the VCS in the East London region. • raise awareness and champion ICT developments occurring in the East London region to the ICT Hub • be commissioned by the ICT Hub as the 'sub-regional hub' for East London. We would be responsible for developing local resources and acting as a principle channel for both raising awareness of the resources available through the ICT Hub and channelling relevant local information back to the Hub.
Pan-London	<ul style="list-style-type: none"> • The project will avoid duplication of resources and co-ordinate its strategy with the Pan-London ICT Infrastructure Investment plan co-ordinated by LVSC (London Voluntary Sector Consortium) • We will develop plans that take account of other Pan-London VCS infrastructure bodies
Sub-regional	<ul style="list-style-type: none"> • It has been agreed that the £37k ICT ring-fenced fund will be divided between the 9 East London boroughs to spend on pilot ICT delivery projects which will feed strategically into the development of Circuit Rider Services. • Olympics 2012 – The VCS will be central to regeneration plans for the sub-region. Capacity building ICT infrastructure and skills of the region's VCS is core to helping organisations deliver their mission.
Borough-level	<ul style="list-style-type: none"> • We recognise that each borough has a unique voluntary and community sector, and will work with local stakeholders such as other tier 2 VCS networks, local councils, Primary Care Trusts and colleges to develop ICT plans that are tuned to meeting local needs.

4. The Long-term plan for ICT (2006-2014)

As the East London ICT Development project is currently funded by ChangeUp until June 2006, it is imperative that plans are put into place to secure the medium-term future of the project. London ChangeUp ICT project managers Lasa have already opened a dialogue with the London Funders' Group about an appropriate level of funding for ICT infrastructure projects, with the aim of gaining sustainable funding for an integrated network of Circuit Riders across the capital from April 2006 onwards.

Summary of East London Borough Pilot ICT Projects

CVS	Need	Proposed Activities	Milestones	Outcomes
Barking & Dagenham	Consultations for ChangeUp identified (i) lack of information about ICT provision and needs of groups (ii) need for borough-level website to increase information and co-ordination around ChangeUp and other VCS issues.	<ol style="list-style-type: none"> 1. ICT needs analysis of at least 20 VCS groups 2. Commission development of borough-level web portal and online ICT forums 	Pilot project to be completed by end of March 2006	<ul style="list-style-type: none"> • ICT needs analysis will inform development of circuit rider project • Launch of web portal will increase the local sector's knowledge of ChangeUp and other VCS issues
Bexley	Consultation process for the local investment plan groups identified need for assistance to develop and maintain their own websites.	<ol style="list-style-type: none"> 1. Partner with Happy Computers to provide training for web design to 10 groups 2. Provision of some limited follow up support 	Pilot project to be completed by end of March 2006	<ul style="list-style-type: none"> • Increased knowledge of web design and maintenance for 10 groups • Participating groups able to publicise their work to wider audience via the web. • Project used to inform development of circuit rider project
Greenwich	<p>ChangeUp consultation process identified a lack of information & co-ordination of information available to the sector.</p> <p>There was also a lack of awareness about the organisations operating in the borough.</p>	<ol style="list-style-type: none"> 1. To develop and maintain the ChangeUp Greenwich website as a vehicle for the entire Sector to access information pertinent to their service requirements. 2. To produce a ChangeUp Greenwich newsletter reporting on ChangeUp developments. This will also have the added benefit of raising the Sector's awareness to the activities of ChangeUp Greenwich in the Borough. 	<p>By March 2006 it is anticipated that the website will be achieving a minimum of 100 hits per month supplying information to the sector.</p> <p>Two newsletters will be produced – December 2005 and March 2006</p>	<p>Increased knowledge and awareness in the Greenwich VCS of ChangeUp good practice, success stories and other developments</p>
Hackney	The Linkup Hackney Local Infrastructure Plan identified various needs around ICT support, training and	HVA will partner with O-regen to provide ICT Healthchecks & follow-up technical assistance for 16 organisations in one of	Pilot project to be completed by end of March 2006	<ul style="list-style-type: none"> • Increased knowledge for staff and volunteers about ICT strategy

	technical assistance for VCOs. It was identified that for those with existing ICT hardware, they required support in improving and using their technology more effectively and efficiently.	the following areas: <ul style="list-style-type: none"> • setting up a network • updating existing software and protection • setting up broadband or internet access • repairs to existing hardware. 		<ul style="list-style-type: none"> • ICT systems of 16 groups benefiting from direct technical support • Feed into sub-regional ICT plan and development of circuit rider project in Hackney
Havering	<p>In Change Up consultations, ICT needs have been flagged up as being an extant need in Havering.</p> <p>Anticipated that this small scale pilot will meet some immediate need and help to assess the level of ongoing needs for service.</p>	Pilot project will commission a consultant to provide ICT surgeries to assist in the assessment of the quantity and variety of ICT support services for the local VCS	Pilot project to be completed by end of March 2006	<ul style="list-style-type: none"> • Surgeries will provide local VCOs with ICT health-checks and basic level of technical assistance • ICT needs analysis of local VCS will feed into plans for development of a circuit rider project and sub-regional ICT plans
Lewisham	Consultation for the ChangeUp Plan identified web development as one of the main ICT needs of organisations. Development of a web site was identified as crucial to allowing VCO's to inform and interact with service users, funders and others.	<p>To commission a pilot project that will work with 10 local VCOs to:</p> <ul style="list-style-type: none"> • develop appropriate websites, based on an understanding of their benefits and limitations • help VCO personnel to gain skills in website creation and maintenance 	October 2005 to March 2006	<ol style="list-style-type: none"> 1. Up to 10 organisations supported and enabled to publish a website 2. Staff or volunteers from these organisations will gain knowledge and skills in website creation and maintenance 3. Learning from this pilot will be used for further ICT development in the borough and throughout the sub-region
Newham	Consultation process for ChangeUp local plan has identified need for practical ICT assistance to smaller VCOs.	A pilot project providing telephone and email support for ICT issues	Pilot project to be completed by end of March 2006	<ul style="list-style-type: none"> • Provision of technical assistance to local VCOs • Increased knowledge of ICT needs of local VCOs

Redbridge	<p>Redbridge CVS was successful in a ChangeUp capital bid to purchase 50 new computers and the accompanying software licences for MS Windows and Office. 15 new groups have been selected to receive the new computers.</p> <p>This pilot project will work with groups selected to receive the new computers to ensure they have the necessary ICT systems and skills in place to take advantage of the new hardware.</p>	<p>To provide 20 days of ICT support that will prepare 15 organisations to receive their new hardware, such as:</p> <ul style="list-style-type: none"> • Health checks to assess needs of ICT systems and skills • Basic advice and support on upgrading existing hardware and software <p>The pilot project will also provide 5 days of general ICT support for up to 50 organisations via a telephone support service.</p>	<p>November 2005 to March 2006</p>	<ul style="list-style-type: none"> • Provide direct ICT technical support to 15 groups to ensure they have the necessary ICT systems and skills in place to take advantage of their new computers • Telephone support service to assist 50 organisations with general ICT support issues • Health checks will inform future ICT planning for the borough and the sub-region's VCS
Tower Hamlets	<p>Identified need for developing shared ICT functions, such as:</p> <ul style="list-style-type: none"> • bringing all members of THIN up to the same basic technical specification in terms of systems and equipment; • IT support service which ensures that all THIN members maintain secure, reliable and up-to-date systems; • websites and database applications which support key business processes such as the marketing and letting of premises, staff and volunteer recruitment, etc 	<p>Account3 has been commissioned to lead on an ICT strategy for the sector, noting:</p> <ul style="list-style-type: none"> • There is a lack of specialist members of staff responsible for ICT in local infrastructure organisations and VCOs. ICT development is constrained by the limits of the knowledge of internal non specialist staff and the limited time which they are able to devote to it. Vulnerable IT systems are inadequately protected against viruses and spam, and there are inadequate backup systems. 	<p>Account3 is to co-ordinate the drafting of an agreed ICT strategy for VCS in Tower Hamlets by 20th December 2005</p>	<p>A proposed structure for providing long-term sustainable infrastructure support in ICT for Tower Hamlets VCS.</p> <p>This will be complemented by the content-based community portal that has been commissioned by University that will provide potential for every VCS to have their own linked website and offer a unique location for contacts, resources and community calendar of events and training.</p>

ICT Development Workers
EL CVS Network

