

**DRAFT**

**Voluntary Sector Strategy**

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<b>Author</b>	Brian Partridge, Interim Corporate Policy and Community Manager
<b>Lead officer</b>	Phillipa Brent-Isherwood, Head of Policy and Performance
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## Equality Impact Assessment record

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## Section 1 - Foreword

This strategy has come about following an extensive consultation process over a 3 month period including workshops, one to one meetings and a feedback session. We are grateful to the many organisations and individuals who have taken part and contributed to the discussion and debate. We have listened very closely to the messages coming out of the consultation and are reflecting these in this document and in particular in the action plan. There appears to be broad agreement with the Vision, Aims and Outcomes which we set out in the consultation draft but with key messages coming out about information, communication and commissioning (amongst other things) which we reflect on in the summary of the consultation below.

This is the Council's first Voluntary Sector Strategy. We recognise that the Council and the voluntary sector together face many challenges and opportunities ahead and that we can best face these by working collaboratively in a strong partnership. We are committed to working with the sector to re-launch the Havering Compact, and its associated codes, and this will be a great opportunity for the sector to be more engaged with us moving forward.

As the lead member on the Cabinet for the voluntary sector, I'm particularly keen for the Council to be working in partnership with the sector on the issues that really matter to local people. I see the vital work the voluntary sector does on a day-to-day basis all around me, when I'm going about my work as a Councillor and as a resident of the borough. Examples include the charities which provide much-needed care and support to families going through difficult times; the Sunday morning sports clubs and the fantastic cultural and heritage opportunities that exist in the borough. Many of these things are made possible by local people willing to give up their spare time to make a difference in our community through volunteering.

This document sets out how the Council intends to work with community groups, the faith sector and larger voluntary sector organisations to meet the needs of the community in different ways, in times of significantly reducing public funding.

**Councillor Melvin Wallace**

**Cabinet Member for Culture and Community Engagement**

## Section 2 - Executive Summary

This strategy document sets out a number of challenges facing both the Council and the Voluntary Sector. It sets out the both the local and national context and is the continuation of a discussion between the sectors about how we can move forward in the light of these changes and how we can further develop that relationship.

The strategy sets out a vision and aims as follows:

**The long-term vision for this strategy is to ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector.**

We want to work more effectively with the sector to deliver the best value for money outcomes at a time of limited resources and to help us achieve this, the strategy has two key aims:

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and
2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)

It links outcomes to be delivered to the corporate plan and other strategic documents such as the health and wellbeing strategy, the culture strategy and our integrated health and social care vision, and sets out 4 additional outcomes to be achieved which are:

1. Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people
2. Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and co-production of services that meet community needs
3. There will be infrastructure support for the sector that is fit for purpose
4. The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes

The strategy then includes an action plan to take us towards these outcomes.

## Section 3 - Introduction – Where we are now

### Havering's Voluntary and Community Sector

Havering has a fairly large voluntary sector, believed to be in excess of 800 organisations. These range from larger voluntary organisations, such as the Citizens Advice Bureau, Tapestry, the Carers Trust, YMCA, etc., through to small neighbourhood-level groups of residents - local people giving up their spare time to make a difference in their neighbourhood. Around £200m each year is brought into the local economy by Havering's VCS.

Appendix 1 summarises the best data we have available on the state of the sector in Havering. Of the 477 charities operating in Havering, they employ about 670 staff and have an income of around £46.9 million and operate in a diverse range of areas. 75% of organisations rely on donations and fundraising as their main source of income followed by fees/subscriptions, grants and then earned income. In 2013 HAVCO registered 1171 new volunteers and provided 2622 volunteers signposted to registered opportunities. We aim to explore this in more detail in the volunteering strategy and to increase both the opportunities for volunteering and the number of volunteers. In the first three quarters of 2014/15 there were 643 total new registrations of volunteers and 1906 volunteers were signposted to opportunities either directly or through the Do it website

In 2012 and again in 2013 HAVCO undertook surveys of the voluntary sector in Havering to capture changes to the sector and trends. Of those who responded to the survey, they employed around 1800 full time or part time staff and turnover ranged from £0 to £7 million per year. 60% of groups had a steady income, 33% had reduced income and 8% an increase. 51% of groups reported an increased demand for services and 27% an increase in the number supported. None had suffered a fall in demand for services. 63% of groups wished to increase volunteering with 5.4% thinking they might have to reduce services and 9% expecting to make staff redundant. Messages fed back to the local authority were to:

- Improve the job market
- Release funding for voluntary organisations
- Build alliances with voluntary organisations in a more open and transparent way
- Have more focus on smaller user-led organisations at the heart of their communities
- Appreciate us and the work we do in the community
- Grants from local authorities to voluntary groups can save the local authority money in the longer term

Key observations which came out of the survey were that the sector is struggling but surviving, general turnover was down and there was evidence of groups using reserves to survive (and some had significantly depleted reserves) but there was a general determination to continue for the sake of their service users.

The funding environment is clearly a challenge for the sector as is acquiring the necessary skills to exploit new opportunities which will become available. On the other hand the sector has a range of strengths which we wish to develop including:

- Knowledge of local need and ability to engage harder to reach individuals and groups
- Strong local knowledge and constantly evolving and responding to local need
- Able to explore new ways of offering more tailored services
- Ability to support services through use of volunteers
- Inspiring active citizenship, community cohesion and pride
- Ability to draw in funding and lever in additional resources and
- Raising the profile of Havering as the place to be

## Consultation Feedback

The consultation on the draft strategy took place between October 2014 and January 2015. It comprised of workshops, focus groups, one to one meetings and there was an opportunity to contact the Council's consultant and the Council directly. Over 116 people attended the workshops from a wide range of groups and the feedback has been quite diverse in nature, reflecting the different levels of experience, needs and views in the sector. There are however, a number of ideas for action that are supported by a wide range of groups. Equally, organisations wish to see potential for real improvements in relationships and to that end wish to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this.

In particular the following key challenges to be tackled relate to:

- Information
- Communication
- Enabling innovation and forward planning and
- Joint working/partnership

Ideas which were put forward included:

- Maintaining effective communication through designated points of contact in the Council to support the sharing of relevant information (which is needed to enable better joining up of services, understanding of need and development of ideas).
- Jointly developing a solution to meet the need for people (users and other community organisations as well as public services) to know about each other's services and activities. This will be achieved through one really good website/directory.
- Commissioning cycles that build in time to engage organisations in service shaping and allow the opportunity to explore and develop new ideas on service delivery.
- Publishing the 'outcomes' required by the Council so that organisations are able to take these into account in their business & strategic planning
- Maximising use of premises/access to space.
- Ensuring funding processes and criteria work so they add value in building resilience of local communities e.g. by supporting those that show how they invest in the skills and capacity of local people.
- Reviewing and re-launching the Compact to ensure it is fit for purpose and can help with the need for dispute resolution processes (identified by some groups) and other issues raised including
  - A forum for dialogue outside of grant/contract discussions
  - Discussing sector representation on key partnership boards

- Commissioning future infrastructure support to deliver on needs identified throughout the consultation, particularly in relation to information sharing, policy engagement, and capacity building to increase sustainability/resilience/capacity for innovation etc.

We asked the Sector for their views on the strengths, weaknesses, opportunities and threats in relation to the state of the voluntary sector in Havering. The table below summarises the views given at the various workshops

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Brings in funding from outside the Borough</li> <li>• Accessing funding</li> <li>• Creativity, innovation</li> <li>• Responsive and passionate</li> <li>• Varied/diverse</li> <li>• Cost effective</li> <li>• Capacity/reach</li> <li>• Volunteers who care and give something back - empowering</li> <li>• Meets local needs</li> <li>• Independent and trusted</li> <li>• Open and transparent</li> <li>• Has specialisms</li> <li>• Builds communities and supports networks</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Gaps in provision <ul style="list-style-type: none"> <li>○ Children with disabilities moving to adult services and 0-5</li> <li>○ Fractured homes</li> <li>○ Advocacy for older people</li> <li>○ Counselling</li> <li>○ Parent carers/young carers</li> <li>○ Under 5 development issues</li> <li>○ Young people generally and specifically with substance misuse issues</li> <li>○ Social Enterprise</li> <li>○ Supplementary education</li> </ul> </li> <li>• Need for funding</li> <li>• Need for development – not always the most effective solution</li> <li>• Feels marginalised</li> <li>• Inertia</li> <li>• Poor networks and lack of awareness of other organisations</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Greater choice – but what are the implications?</li> <li>• Need for support services</li> <li>• Rehabilitation</li> <li>• Advocacy/voice</li> <li>• Use of new technology</li> <li>• Cut out duplication</li> <li>• Better understanding community needs</li> <li>• Personal budgets, but more information needed</li> <li>• Propose solutions</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Changing demographics</li> <li>• Domestic violence on increase, Female Genital Mutilation and Human Genital Modification</li> <li>• Obesity/health problems</li> <li>• Social isolation</li> <li>• Loss of potential volunteers as a result of people working for longer and more women working</li> <li>• Benefit changes</li> <li>• Greater poverty</li> <li>• Lack of infrastructure support for increased migration</li> <li>• Austerity and cuts</li> <li>• Competition in sector</li> </ul>



	<ul style="list-style-type: none"> <li>• Chasing funding rather than focusing on need</li> </ul>
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## The Council Context

Over recent years the Council has come a long way to engage with the voluntary sector and, in line with the localism agenda, transfer powers down to a local level. For instance all the Borough's 18 community centres are now managed by local community associations, which determine how the buildings are run for the benefit of the local community. A raft of voluntary action takes place across Havering, from befriending schemes to reduce social isolation, through to preventative health and wellbeing programmes run by volunteers, and including a host of sporting, cultural and leisure opportunities.

In 2013/14, the Council spent approximately £8.7m funding services from the voluntary and community sector, including core funding grants to organisations, smaller contributions towards community projects and larger contractual arrangements for specific commissioned services. In 2014/15 the figure was approximately £7.6 million and this included external funding as well as Housing Revenue Account funded projects.

As well as grants and other funding arrangements, the Council also provides historical in-kind support to the voluntary sector, by way of:

- "Equitable rents", set at one-third of open market commercial rents, amounting to a subsidy of approximately £300,000 per annum, to 19 community organisations renting Council premises.
- Discretionary rate relief in the sum of £223,802 (2013/14) to 94 organisations with charitable status.

The Council, in addition to grant aiding and commissioning services and providing in kind support, provides a range of support to the sector including:

- Supporting funding applications - £345k was raised in 13/14 and approximately £240k in 14/15
- Support on governance issues and compliance
- Capacity building through support to a range of organisations including start ups
- Development (in 2010) of the Havering Compact and supporting guidance with the sector
- Maintaining overall relationships with the sector and e.g. the BME forum, faith groups, Friends of Parks groups (funding, events and new start-ups)

Havering is facing many challenges ahead. We are seeing significant changes in our population which are increasing demands on services (e.g. the number of younger adults with complex disabilities and the growing number of older people with multiple health and care needs) whilst at the same time are facing unprecedented financial challenges, resulting in the Council needing to find £60 million of savings over the next 4 years, equating to approximately a third of its budget. The problem that we are facing now is how to meet the

needs of the community, continue to tackle inequality and ensure that we get the very best outcomes for the limited amount of public money available.

As part of these savings proposals we need to find savings of £1.1 million from grants and in services commissioned from the voluntary sector for 2016/2017. Proportionately, this budget reduction is significantly less than the overall reductions facing Council service as a whole and recognises the need to offer on-going support to the sector.

A grants and commissioning review is currently being undertaken and will look at how these savings will be delivered – any changes to funding will be subject to further consultation and involvement with organisations and service users who might be affected by proposals. The timescale for delivering savings is prior to the financial year 2016/17, which does allow proposals to be developed in consultation with the sector and, where funding is to be reduced or stopped, for a proper analysis to be undertaken of impact and for early notice to be given of potential changes. What is clear is that these challenges and opportunities can be tackled more effectively in partnership.

However, it is not all negative. The strategy also sets out where there might be new opportunities for the sector and how these might be exploited. If a strong business case can be developed then there could well be additional investment coming into the sector if it can be demonstrated how that investment would give rise to savings e.g. through prevention or early intervention. There is also the opportunity to gain more impact from investment going into the sector.

Even without the context of budget reductions the time is right to engage in a conversation with the sector. The Council has not undertaken a thorough review of funding and relationships with the sector for approximately 10 years and continues with a fairly traditional approach to grant funding and commissioning services. Whilst a Havering Compact was initiated in 2003, revised in 2009 and launched at the Compact AGM (during the voluntary sector conference in May 2010), this has not been an active process and it needs to be refreshed. The current situation needs review as there is a:

- Need to review what infrastructure support is now required in the light of changing circumstances to build capacity and capability in the sector
- Need to improve collaboration in the sector as some of the larger contracts may require a consortium approach to be developed
- Need to respond to changes brought about in the legislative and policy contexts
- Variable monitoring of outcomes being delivered through funding and of the quality of service being delivered through arrangements, which means that it has not always been possible to demonstrate that value for money is being delivered under the current arrangements
- Lack of clarity about funding processes and criteria resulting in organisations not currently funded finding it difficult to be able to access sources of funding
- Lack of strong governance of the arrangements which ensures that our funding processes are transparent, fair and targeted and supports those organisations and services which best meet the needs of our communities

The Council does recognise the huge role which the voluntary sector plays in supporting communities. It also recognises that the voluntary sector plays an important role in engaging

'hard to reach' sections of the population and often has an excellent understanding of the people who live in Havering and some of the challenges local people face in their day-to-day lives. For these reasons, the voluntary sector often has unique advantages over the public and private sectors, and adds value through volunteering opportunities which enhance community life. The Council is committed to working creatively with the voluntary sector during these continued times of financial austerity, to help ensure that organisations providing valuable services to our communities are able to survive, and continue their good work in supporting those in need and in making Havering the great place it is to live.

## The National Context

Set out in Appendix 2 are a summary of national legislative/policy changes which impact on this strategy. Some of the implications of these and of the changing local demography include:

- Growing societal needs at a time of reducing expenditure requiring resources to be focused on areas of greatest need through commissioning arrangements and for individuals and communities to become more resilient and self-reliant providing support for one another rather than relying on local funding
- More of a focus on prevention and early intervention activity to help improve outcomes for local people and reduce and manage demand on public services rather than reactive solutions which are often more costly and less effective
- Wider private market and self-funding
- Personalisation and the use of personal budgets and
- New methods of service delivery need to be explored including using trained volunteers to play more of a significant role in delivering services.

## Purpose of the Strategy

The purpose of the strategy is to set out our proposals for how we want to address these issues and to ensure that the voluntary sector has the capacity that will be needed to support growing communities, through prevention and increased community resilience.

Put simply, in these difficult economic times, the way the Council, its partners and the community and voluntary sector work together, will need to change if we are to deliver improved outcomes for the benefit of our communities.

For example, there will be more demand from local people for services no longer provided by the state, and there is huge potential for the voluntary sector to step in and meet need, by acting more entrepreneurially, and to be able to compete with the private sector in tapping into new and growing markets.

We need to create a significant change in our relationship with the sector, based on clear priorities and outcomes that improve people's lives - rather than simply funding individual organisations.

This does not mean that we do not value each and every one of the organisations operating in our community. It means that because we have less money, we have to concentrate resources on the highest priorities. Therefore our emphasis will be on preventing future demand on public services through prioritising prevention.

Whilst these are significant changes we still wish to develop the conditions which will allow the voluntary and community sector in Havering to thrive.

## Scope of the Strategy

This strategy encompasses the full range of voluntary and community sector services that exist in the borough, not just those which currently receive grant aid or provide commissioned services.

By 'voluntary and community' organisations, we are talking about the following types of organisation:

- Registered charities
- Community groups
- Community associations
- Tenants and residents groups
- Co-operatives and social enterprises
- Sports, environmental, arts and heritage organisations
- Grant making trusts
- Non-constituted groups of residents working together to make a difference in their local communities

This strategy does not cover the relationship or contractual relationships the Council has in place with the private sector.

## Section 4 - Vision – Where do we want to get to?

### Vision

**The long-term vision for this strategy is to ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector.**

### Strategic Aims

We want to work more effectively with the sector to deliver the best value for money outcomes at a time of limited resources and to help us achieve this, the strategy has two key aims:

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and
2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)

### Links to Corporate Plan and other strategies

The Strategy will apply to the whole sector, but for those organisations in receipt of funding from the Council, grants or contracts will only be given which deliver outcomes which are strongly tied to the delivery of the outcomes set out in the new Corporate Plan or any replacement thereof. The corporate plan sets out the priorities of Havering as being Clean, Safe and Proud. Actions include:

- Supporting local voluntary and community organisations and encouraging residents to play an active part in their communities through volunteering
- Continuing to work with private and voluntary sector partners to implement the young people's assets framework and
- Seeking to maximise funding for Havering through lobbying and attracting other external funds

The strategy also takes into account the Council's Culture Strategy 2012-2014 which supports the current Corporate Plan through its own set of objectives and which are underpinned by principles;

- to promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community;
- to continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives
- to be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down

barriers to engagement where these exist, facilitating social progress and improved quality of life.

- to continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensure that activities are evaluated effectively to retain a focus on outcomes for local people.

The Culture Strategy is aiming to build capacity in the voluntary and community sector by providing direction, brokerage and support whilst encouraging greater ownership and this is central to maintaining the above principles and fulfilling the objectives.

This strategy also takes into account the Health and Well Being Strategy and the Council's vision for the future of social care in which we need to move away from a more traditional model of service delivery to one in which we are more responsive to local needs and in which users will self-fund and have greater choice than ever before. To enable this to happen we will need to take steps to grow the market and this may well involve new opportunities for the sector.

The priorities of the Children, Adults and Housing Directorate include that:

- "We will also seek to revitalise the voluntary sector to be best placed to deliver services in the most cost effective ways"
- "Wherever possible we will seek to manage demand by prioritising the most cost effective provision"

The Early Help, Intervention and Prevention Strategy places a strong emphasis on strengthening the community – meaning that the right kind of VCS services will be well placed in the future to help support the delivery of this as well as the Directorate's vision of "Supporting excellent outcomes for the people of Havering by helping communities to help themselves and targeting resources and interventions to encourage independence"

Our overall vision for health and care services is that by 2019 we will have an integrated health and social care system providing care and support to people in their own homes and communities. Our model has five 'building blocks' providing the priorities for implementing the five year plan, with differential pace and funding currently under discussion. These are:

1. Developing further the Integrated Locality Model
2. Managing Demand
3. Building Community Capacity
4. Service Redesign and
5. Sustainability

To progress to a wholly integrated system the four design principles we will consistently apply are that:

1. Individuals and communities will be empowered to direct their care and support and to receive the care they need in their homes or local community.
2. Localities will be central to organising and co-ordinating peoples' care.

3. Services will be integrated around GP registration to simplify access and make co-ordination and integrated delivery easier.
4. Our systems will enable the provision of integrated care; providers will assume joint accountability for achieving outcome goals and to deliver efficiencies.

## Outcomes

This vision is supported by four key outcomes which we want to achieve with this Strategy:

### **1. Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people**

We wish to encourage volunteering and to tap into the local understanding of grass roots needs which can deliver best care, support, value and independence. For the many reasons set out above we have identified a clear need to move away from the traditional approaches to funding, and to focus on early intervention, prevention and demand management.

### **2. Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and innovation and co-production of services that meet community needs**

The Council has a role to play in developing new markets in the light of changes being brought about in children's and adult services and in sending signals to the sector about what needs to happen and creating the context for a thriving sector. Increasingly services will be driven by the personalisation agenda leaving individual service users to specify the nature of the service they require. In Havering we need new models and organisations to emerge that are to fill gaps in the market brought about by increasing numbers of people with personal budgets seeking new ways of meeting their care needs and organisations which can take advantage of the huge demand for preventative services that save money in the long run.

The Council will also need to develop capacity in the voluntary sector in light of the need to explore alternative models of service delivery in which volunteers play a more significant role. For example, the Library Strategy 2015-17 proposes a 'partnership' Library Service based on 'co-produced libraries' model wherein a core team of professional library staff are retained, but are supported by trained volunteers who help run the service.

The Council needs to work with the sector to explore alternative delivery models, such as the model described above, including VCS organisations working together where it would be beneficial to do so. We all need to work together to create an environment in which the voluntary and community sector can thrive. The sector needs to move away from silo working and to engage in open dialogues and collaborative models of delivery, for example sharing and developing its own assets and resources.

### **3. There will be infrastructure support for the sector that is fit for purpose**

'Infrastructure' refers to the support available to the voluntary and community sector to help them to achieve their aims. Infrastructure organisations support and represent at a strategic level other voluntary sector bodies or specific parts of the voluntary sector. They provide advice on a range of issues affecting organisations such as training, interpreting the impact of policy changes, advising on funding opportunities, and providing guidance on other issues designed to build organisations' capacity.

In Havering there are a number of infrastructure organisations, including HAVCO. To be able to thrive in the new era of outcomes based commissioning, voluntary sector organisations will need new types of support to survive and thrive. This will include things like exploiting new technologies that will help them reach new clients and volunteers, fundraise in new ways, and galvanise enthusiasm and support of the local community. There has been a recent report on infrastructure published by the Independent Commission on the Future of Local Infrastructure entitled "Change for Good". This considered as a starting point how infrastructure might meet the ever growing demand for support with shrinking resources. It suggested that infrastructure of the future is likely to be a much leaner enabler, broker and catalyst rather than necessarily a deliverer. It recognised that infrastructure support needed to change and we aim to explore with the sector the implications of this, in the future delivery of infrastructure support.

Infrastructure provision in Havering must be strong, effective and fit-for-purpose, in the sense that it needs to be able to support the sector to be able to meet these new challenges. It also needs to take into account lessons learned through the national review and the views of the sector on what provision it requires.

Services provided by the Volunteer Centre need to be considered as part of this review given the importance of volunteering, changes brought about by on line matching of volunteers to opportunities and the need to enable residents to volunteer in a more targeted fashion.

The sector may also require support on the provision of back office functions and new models can be explored to deliver such services at a reasonable cost.

### **4. The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes**

In times of budget reductions, the Council is under pressure to demonstrate tangible outcomes and delivery of value for money for every pound that it spends. For that reason financial support will be targeted at our priorities and areas of greatest need. With less money around, it's also more important than ever that the Council reduces the costs associated with duplication and bureaucracy in the way it administers grants and contracts and monitors the outcomes being delivered for those investments.



The Council is currently reviewing the recurring grants it has in place with the voluntary and community sector, with a view to developing a simpler, 'one council' approach to investing in the sector. We want to encourage organisations to be innovative in how they bring in income, and plan ahead to make sure their services are resilient by not relying on grant aid from public bodies that is not likely to be available in future. The review is also focusing upon services currently commissioned from the sector.

The Council wishes to move to more of a commissioning approach whilst perhaps maintaining a small grants pot which would be available to smaller voluntary and community organisations which can help deliver against the Council's priorities –this will be subject to the outcome of the funding review. In moving to this approach we wish to harness the ability of the sector to provide customer focused services and also take advantage of wider economic and social objectives such as increasing volunteering, increasing local employment and skills and a greater sense of community ownership of local issues.

## Section 5 - How will we get there?

Our aim is to strengthen the relationship with the Sector, despite the changes to funding which inevitably need to be made, and to engage in an effective dialogue. Appendix 3 sets out a detailed action plan addressing how we will deliver the strategy outcomes and in particular address issues raised through the consultation. Many of these actions need to be, and will be, delivered in partnership with the sector. A priority will be to review the Havering Compact which will be a great opportunity for the sector to engage in joint working with the Council to agree a shared statement of principles which will govern the relationship between the sectors going forward. It will provide a written commitment on all sides to positive partnership working. An effective Compact should help us develop and improve relationships for mutual advantage, including:

- Helping us all to understand and value the roles, nature and contribution of different kinds of organisations
- Setting standards for communication, consultation and support and
- Providing a practical tool to help us work together in formal partnerships on the ground

The mapping of resources and sharing of information about what is available within the sector and the gaps in current service provision can only happen if there is effective joint working and we are committed to making this happen.

## Section 6 – How will we know when we have got there?

The Council will monitor delivery of the action plan through its Voluntary Sector Steering Group and through the Community Engagement Team. Key actions for the Council are being built into service plans, delivery of which will be monitored corporately. These include the facilitation of six community clean ups in 2015/16 and 12 in 2016/17, increasing the number of training opportunities offered to the VCS and supporting 15 community projects. Many of these outcome measures will be measured through surveys to gauge views of the sector. Specific projects will develop their own performance measures, e.g. to increase volunteering numbers and placements – this will be addressed through the volunteering strategy and we will aim to improve on the baseline figures quoted in the strategy. The action plan sets out proposed targets for libraries, friends of parks and other activity to be built into the Volunteer Centre agreement. The work on the Compact will enable an ongoing dialogue to be maintained with the Sector on progress in delivering these outcomes.

We also expect to see innovation as a result of the changes being introduced e.g. through the youth service mutual and other methods of attracting finance and making the best use of existing resources in place. The action plan also sets out ideas for innovation forums and we have specific ideas around innovation projects focused on social exclusion and for some design work with carers. The sector is well placed to be able to suggest to us invest to save initiatives which would help the Council manage demand for services and make savings in the medium to longer term. We would welcome ideas on this and the way the sector might deliver differently. There is also a great opportunity to learn from best practice across the country supported by the local infrastructure arrangements to be put into place.

# Appendix 1

## Local Context: Havering's Voluntary Sector

Because of the informal nature of much of the community sector, it's very difficult to get a complete picture of how many organisations there are and what types of services they provide. To try and map the current picture of the sector, three main sources of data have been identified:

- 1) The London Voluntary Service Council recently commissioned National Council for Voluntary Organisation (NCVO) to compile data on the Voluntary Sector in London. This included a breakdown for each borough.
- 2) We know that the research carried out into organisations listed on the Charities Commission is not the full picture of particularly some of the smaller organisations working at a community level. Havering Association of Community and Voluntary Organisations (HAVCO), has 459 organisations on its Community Portal database.
- 3) The 2010 National Survey of Charities and Social Enterprises (NSCSE), carried out by Ipsos MORI on behalf of The Office for Civil Society, asked organisations to identify the *main* clients, users or beneficiaries of their organisation. Of the 440 charities, voluntary groups and social enterprises in Havering invited to take part in the survey, 186 responded (a 42% response rate).

Below is a summary of the findings for Havering from each of these sources of information.

### NCVO Report

NB: This covered organisations registered with the Charities Commission only.

- **Number of Organisations**

Item	Number
Income	£46.9m
Expenditure	£45.6m
Assets*	£54.5m
Employees*	670
Organisations	319
Trustees	1,736

**charities**

The figures for assets and employees are based **only** on those organisations with incomes greater than £500,000 per year, so will be lower than for the whole sector.

- **Overview of**

The registered charities data used in all tables have been filtered using a 'third sector test'. Included are organisations generally considered to be part of the third sector, we have removed organisations not traditionally seen as third sector but still registered as charities, such as housing associations, independent schools, government bodies, trade associations and faith groups whose main objective is the promotion of religion.

The list of Companies Limited by Guarantee has been filtered to remove registered charities (to avoid double counting) as well as organisations not traditionally viewed as third sector, such as management companies of blocks of flats.

Type of charitable organisation	Number
Charities	319
Community Interest Companies	6
Industrial and Provident Societies	6
Companies Limited by Guarantee	146
<b>Total charitable organisations</b>	<b>477</b>

- **Charities in detail**

The figures for employees are based **only** on those organisations with incomes greater than £500,000 per year, so will be lower than for the whole sector.

Local includes organisations working at any level below national – i.e. regional, cross-borough, single borough or smaller.

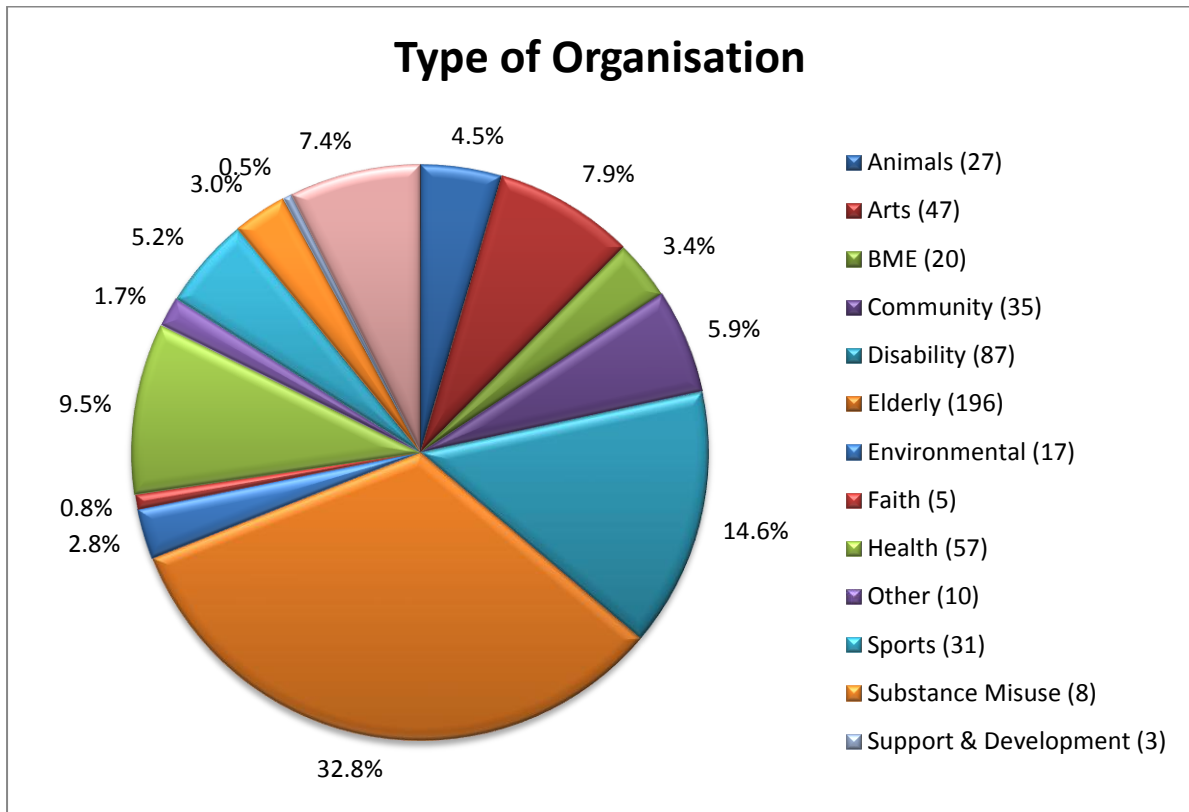
	Local	National	National & Overseas	Overseas	Not Known	Total
<b>Number</b>	242	25	10	16	26	319
<b>Income</b>	£39.9m	£3m	£2.4m	£1.4m	£0	£46.9m
<b>Expenditure</b>	£38.6m	£3.1m	£2.4m	£1.5m	£0	£45.6m
<b>Employees*</b>	579	25	57	9	0	670

- **Charities operating in Havering but based elsewhere**

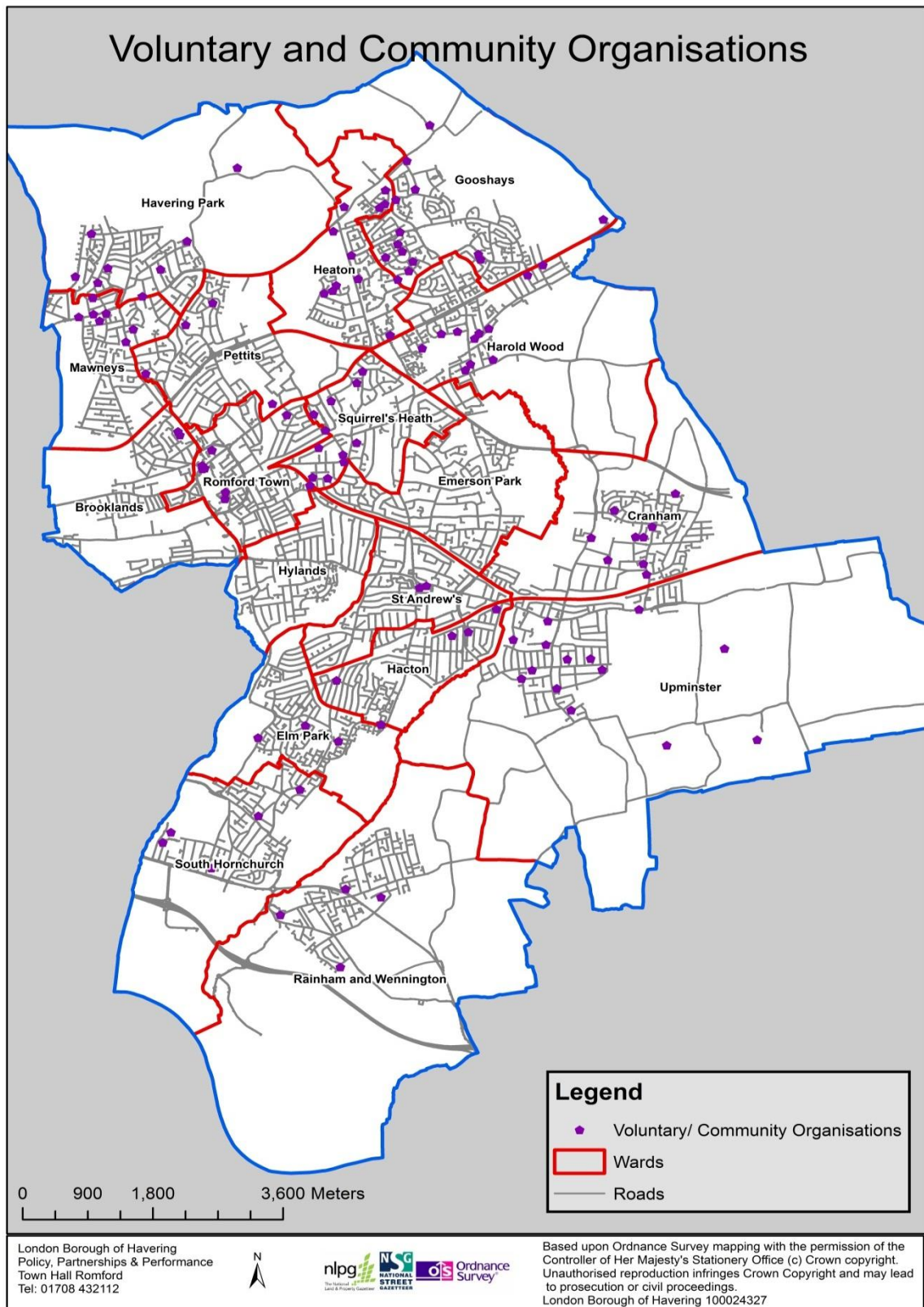
<http://data.ncvo-vol.org.uk/areas/london/intro>.

Item	Number
Number (Havering only)	44
Income (Havering only)	£6.1m
Number (throughout London)	896
Income (throughout London)	£346.6m

**HAVCO Community Portal**



The organisations registered on the Community Portal and based in Havering have bases located fairly evenly across the borough:



## The Findings of the 2010 National Survey of Charities and Social Enterprises (NSCSE)

### Users or beneficiaries of organisations:

<b>Haverling</b>		
<b>Rank</b>	<b>Main clients, users or beneficiaries</b>	<b>%</b>
1 <sup>st</sup>	The general public / everyone	38%
2 <sup>nd</sup>	Children (aged 15 or under)	31%
3 <sup>rd</sup>	Young people (aged 16 to 24)	23%
4 <sup>th</sup>	Women	16%
5 <sup>th</sup>	Older People	14%

### Main areas that organisations work in:

<b>Haverling</b>		
<b>Rank</b>	<b>Main areas for organisations</b>	<b>%</b>
1 <sup>st</sup>	Education and Lifelong Learning	27%
2 <sup>nd</sup>	Leisure (including sport and recreation)	26%
3 <sup>rd</sup>	Religious / Faith-based Activity	25%
4 <sup>th</sup>	Community Development and Mutual Aid	17%
5 <sup>th</sup>	Health and Well-being (e.g. medical, health, sickness, disability, mental health, counselling)	15%

The top five main areas identified by organisations in Haverling mirrored that of our nearest statistical neighbours in London. Organisations in Bexley, Hillingdon, and Bromley all documented the same main areas in the 2010 NSCSE - the only exception being Hillingdon who also listed culture (including arts and music) as a main area of their organisations in the 2010 NSCSE.

### Main roles undertaken

<b>Haverling</b>		
<b>Rank</b>	<b>Main roles your organisation undertakes</b>	<b>%</b>
1 <sup>st</sup>	Delivery of other services (e.g. business services, financial services, leisure, retail, manufacturing, community support, sports coaching/club, and recreation),	28%
2 <sup>nd</sup>	Advancing religion and / or spiritual welfare by supporting religious or spiritual practice	24%
3 <sup>rd</sup>	Delivery of public services (e.g. social housing, health care, day centre, counselling, community safety, education, childcare)	22%
4 <sup>th</sup>	Community development and mutual aid	13%
5 <sup>th</sup>	Provides advice to individuals	12%

### Geographic areas of operation

<b>Havering</b>		
<b>Rank</b>	<b>Top five geographic areas</b>	<b>%</b>
1 <sup>st</sup>	Your local authority area	40%
2 <sup>nd</sup>	Your neighbourhood	31%
3 <sup>rd</sup>	Regionally	12%
4 <sup>th</sup>	Nationally	11%
5 <sup>th</sup>	Internationally	7%

### Approximate number of full-time equivalent employees

<b>Havering</b>		
<b>Rank</b>	<b>Number of full-time equivalent employees</b>	<b>%</b>
1 <sup>st</sup>	None	56%
2 <sup>nd</sup>	No answer provided	10%
3 <sup>rd</sup>	One	9%
4 <sup>th</sup>	Two	8%
5 <sup>th</sup>	Three to Five	6%

### Approximate total number of volunteers, including committee / board members

<b>Havering</b>		
<b>Rank</b>	<b>Volunteers, including committee / board members</b>	<b>%</b>
1 <sup>st</sup>	1 to 10	36%
2 <sup>nd</sup>	11 to 20	32%
3 <sup>rd</sup>	No answer provided	11%
4 <sup>th</sup>	21-30 / 31-50 / 101 to 500	6%
5 <sup>th</sup>	51 to 100	2%

### Approximate annual turnover or income from all sources

<b>Havering</b>		
<b>Rank</b>	<b>Annual turnover / income</b>	<b>%</b>
1 <sup>st</sup>	£10,001 - £30,000	19%
2 <sup>nd</sup>	£5,001 - £10,000	17%
3 <sup>rd</sup>	£100,001 - £500,000	12%
4 <sup>th</sup>	More than £500,000	9%
5 <sup>th</sup>	£30,001 - £60,000	8%

### Top five sources of income

<b>Havering</b>		
<b>Rank</b>	<b>Sources of income</b>	<b>%</b>
1 <sup>st</sup>	Donations and fundraising activities	75%
2 <sup>nd</sup>	Membership fees / subscriptions	43%
3 <sup>rd</sup>	Grants from non-statutory bodies	23%
4 <sup>th</sup>	Earned income from training including retail	20%
5 <sup>th</sup>	Earned income from contracts	10%



## Appendix 2 - National Context

There are a number of things happening nationally that impact on this strategy.

- The Care Act 2014 - the Care Act is the most important piece of legislation impacting on adult social care since the NHS Community Care Act 1990. It creates a range of new duties and responsibilities that came into effect in April 2015, and will have implications on the level of public services that local government will be able to afford to provide, and will also require the voluntary sector to work very differently.

There will be significant opportunities for the voluntary organisations providing care and preventative services to expand their operations, as there will be new markets and potentially more people with personal budgets to sell services to. There may also be opportunities to carry out assessments and to identify new and hidden carers and to support them. The Act introduces new duties on local authorities to facilitate a vibrant, diverse and sustainable market for high quality support and care, for the benefit of the local population. Havering is likely to have a significant number of self-funders and carers. This will generate spend and is a real opportunity for the sector. The Council will need to provide market intelligence to support the sector to know where demand is growing and thus to inform business planning.

The Council will also have a duty to provide comprehensive information and advice about care and support services in Havering. This will enable people to understand how care and support services work locally, the care and funding options available and how people can access care and support services. Again this gives an opportunity for new forms of service provision which help signpost and manage demand. However, the Care Act also offers challenges to the sector, in terms of the need to have capacity in the right areas, be able to act more commercially such as bidding for contracts, developmental support around working through consortia, developing new innovative service offers that local people want, etc.

- Better Care Fund – this is designed to support transformation and integration of health and social care services to enable local people receive better care. The BCF is a pooled budget that shifts resources into social care and community services. The voluntary sector will be a key partner in delivering outcomes under this programme and will, for example:

- Help us to ensure that those people not yet experiencing acute need, but requiring support are helped to remain healthy, independent and well
- Our vision by 2019 is to co-produce community based solutions with the voluntary sector to support and sustain service user self-empowerment and management and providing better support to carers
- Our localities model will include voluntary sector provision of local information and advice and will integrate mental health professionals – this again will be an opportunity for the sector
- The Joint Carers Strategy for Havering will aim to develop a vibrant voluntary sector which will provide support to carers and the sector will be engaged throughout the strategy development process. As part of this a comprehensive review of voluntary sector contracts for carers support will be undertaken

The BCF will develop an integrated commissioning function between the Clinical Commissioning Group and adult social care. Grants and contracts across both organisations are being reviewed to ensure more cohesive and value for money services. Integrated commissioning will lead to savings and improved outcomes. Pilots will take place in 15/16 around carers, dementia and frail elders e.g. social prescriptions. This approach will also consider what has been commissioned in the past and which is no longer required in the new environment and will be de-commissioned.

- The Children and Families Act 2014 – over the next 2/3 years statements of special educational need will be replaced by a single Education, Health and Care (EHC) Plan drawing together all the support required by a child or young person up to the age of 25 with special educational needs or disabilities (SEND). The Local Offer now provides information in a single place on what services are available locally for children and young people with special educational needs and disabilities (SEND) and their families from a range of local agencies, including education, health and social care. The Local Offer provides information on a number of things, including:
  - special educational provision;
  - health provision;
  - social care provision;
  - other educational provision;
  - training provision;
  - travel arrangements for children and young people to schools, colleges and early years education; and
  - preparing for adulthood, including housing, employment and leisure opportunities

This provides children and young people with special educational needs and their families with more choice and therefore more control over what support is right for their child. All parents of children with EHC plans must be offered (but are not obliged to accept) a personal budget for the services their child requires. Parents must therefore understand all that is spent on their child's plan and can have a degree of control over how it is spent.

- The Social Value Act 2012 – this enables social value criteria to be taken into account when awarding service contracts. Use of economic, social and environmental criteria must be relevant and proportionate. As a result social value needs to be considered at the different stages of a procurement process.
- Infrastructure – there are some changes to the national volunteering infrastructure through Do It and also national and regional work to consider voluntary sector infrastructure needs and provision, including the NAVCA Independent Commission on the future of local infrastructure.
- The Public Sector Equality Duty – the duty supports good decision making by encouraging public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. An Equality Impact Assessment had been carried out on the consultation draft of this strategy and has been updated in the light of the consultation. Any specific proposals for changes will be subject to further consultation and review.
- The Localism Act – this Act has encouraged the devolution of service delivery, community ownership of assets, the exploration of new models of delivering public services through e.g. mutuals. Along with the power of general competence it gives a mandate to explore new models of delivery in conjunction with ideas emerging from the sector. A similar approach to spin off of public services has been taken in the health sector.
- The Health and Social Care Act 2012 put clinicians at the centre of commissioning and provided a framework for providers to innovate and empower users. The act provided a basis for better collaboration, partnership working and integration across local government and the NHS.

## **APPENDIX 3 – ACTION PLAN**